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ABSTRACT

As part of its annual planning process, Saskatchewan Institute of Applied Science and Technology (SIAST) conducts a number of formal and informal consultations with various stakeholders to research training needs that are not currently met by the SIAST. The main purpose of the SIAST Urban Training Needs Assessment (SUTNA) 2000 Report is two-fold: to gather information identifying training needs specific to each of the four SIAST campuses (Saskatoon, Regina, Moose Jaw, and Prince Albert), and to gather information relevant to province-wide training needs. The report includes the following six sections: (1) introduction, objective, and methodology; (2) demographic and economic information; (3) summaries of relevant studies and reports; (4) summaries of training needs assessment consultations; (5) summaries of reports of CSCES (Canadian Saskatchewan Career and Employment Services); and (6) impacts on SIAST. Highlights of findings include: (1) The Forestry Industry expects to add between 3,000 and 3,500 directly related jobs in the next 3-5 years, and guidelines for training a workforce for this expansion include increased Aboriginal participation in the forestry sector and better planning for environmental concerns; and (2) the tourism industry is currently the single largest industrial sector in Saskatchewan, employing about 42,000 full- and part-time workers and generating about $1.4 billion in visitor expenditures. Employers experience up to 300% turnover annually, yet employers often do not consider job training to be a priority. Contains numerous charts and tables. (NB)

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SIAST
SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

Saskatchewan Urban Training Needs Assessment Report 2000

Prepared by:

SIAST Planning, Research and Development Division

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May 2000
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Saskatchewan Urban Training Needs Assessment Report 2000

Prepared by SIAST Planning, Research and Development

Report #00-11

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May 2000

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This SIAST Urban Training Needs Assessment (SUTNA) 2000 report is the product of a very dedicated team. All team members worked together in a very collaborative manner. All provided valuable input at all stages of the data gathering and report preparation phases, but a certain individuals were primarily responsible for specific sections of the report and I wish to thank these in particular for their contributions:

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Gerlinde Sarkar
Director
Planning, Research and Development
May 2000

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1.0 INTRODUCTION

1.1. Background

As part of the annual planning process, SIAST conducts a number of formal and informal consultations with various SIAST stakeholders (employers, industry organizations, community representatives, and various SIAST departments) to research training needs that are not currently met by SIAST. In addition to consultations, various publications that report labour market information and general trends and statistics are also examined. The result of this research is the production of this SIAST Urban Training Needs Assessment Report (previously called Regional Employment and Training Needs Assessment Report).

1.2. Objective of the Report

The main purpose of the SIAST Urban Training Needs Assessment (SUTNA) 2000 Report is two-fold: to gather information identifying training needs specific to each of the four SIAST campus cities (Saskatoon, Regina, Moose Jaw and Prince Albert), and to gather information relevant to province-wide training needs. This process facilitates integrated planning and avoids duplication of services.

A further objective in undertaking this needs assessment process is to work with other organizations, such as Canada Saskatchewan Career and Employment Services (CSCES) and other training providers to share common data and coordinate the information gathering process.

As a final objective, we anticipate using this report, together with those prepared by CSCES and Regional Colleges, to coordinate provincial training plans.

1.3. Methodology

The process of gathering the information for the identification of the training needs reported in this SUTNA 2000 report, involved a number of steps.

The preparation of the "Saskatchewan Economic Overview" is the first step in the process and it is a stand-alone report that provides relevant demographic trends, labour market information, economic activities and future trends including an international and national perspective. The information is primarily gleaned from various published reports and it updated annually. This report provides a consistent and common database of statistical information.

The next step in the process is the preparation of an economic and demographic overview of each campus city. The economic overview presents a snapshot of the economic activity in 1999 and identifies potential projects in each SIAST campus city that may have training implications. Along with the economic activity synopsis, this section documents a demographic profile and other socio-economic information for each campus city. This information is obtained and then analyzed for its relevance to this process from existing resources, such as printed publications, the Internet, Statistics

Canada special reports. This information sets the stage for the training needs. This is section 2 of this SUTNA 2000 report.

Section 3 of this SUTNA 2000 report contains summaries of relevant Sector Partnership studies and other specific needs assessment reports. The research staff in the Planning, Research and Development division of SIAST compiled this information and summarized existing needs assessment reports. The purpose of this section is not to replace the actual reports, but rather to alert the reader to other information for a particular sector that may be available and to summarize identified training needs relevant to SIAST.

The next step in this process consisted of gathering primary research from stakeholder consultations that were held in each campus city. The major findings of these consultations are reported in section 4 of the report. The list of invited stakeholders and participants is included in the Appendix.

Efforts were made to coordinate our consultations with those conducted by the Canada-Saskatchewan Career and Employment Centres. These consolations were jointly planned with CSCES. Information on these CSCES reports are contained in section 5 of this report.

Section 6 of this report consists of an analysis of the impact on SIAST of these findings. The major training needs identified are summarized, with indications of current or potential SIAST responses.

1.4 Future Considerations

Future training needs assessment processes will be undertaken with consideration of:

- the most appropriate methodologies for the specific information sought;
- timelines for implementation of identified training needs;
- timelines for projected changes to training needs.

2.0 DEMOGRAPHIC AND ECONOMIC INFORMATION

2.1. Saskatoon

2.1.1. Demographics

Characteristics	Saskatoon	Saskatchewan
Population in 1991[1]	186,067	988,928
Population in 1996[2]	193,647	990,237
1991 to 1996 population change %	4.1	0.1
Population in 1998 (Covered Population With Residence* Correction, Saskatoon HRCC)[3]	205,992	1,031,933
1996 to 1998 population change %	5.99	4.0
1996 Unemployment Rate[2]	7.8	7.2
Feb/2000 Unemployment Rate[4]	4.9	4.6
Education Indicators, percent with: Less than Grade 12 At least some post-secondary University degree (Statistics Canada, Saskatoon HRCC)[2]	 36.6 52.8 13.4	 43.1 46.3 9.8
1996 Aboriginal Population[2]	15,545 - 8%	111,245
1996 Visible Minority Population[2]	11,035 - 5.7%	26,945
1996 Immigrant Population[2]	15,635 - 8.1%	52,315
Average Age of the Population in 1996[2]	34.0	35.7
Average Age of the Population in 1998 (Covered Population With Residence* Correction, Saskatoon HRCC)[3]	35.4	36

*Registered Indian Population allocated to actual residence rather than Home Reserve; available for 1998 only

2.1.2. Profile of Saskatoon

	Total	%	Male	%	Female	%
Total Population[5]	205,992	100	100,617	48.8	105,375	51.1
Population 15 to 64	**137,433**	**66.7**	*68,070*	*33*	*69,363*	*33.6*
Population 0 to 14	**44,999**	**21.8**	*23,052*	*11.1*	*21,947*	*10.6*
Population 15 to 24	**30,272**	**14.6**	*14,938*	*7.3*	*15,334*	*7.4*
Population 25 to 44	**68,161**	**33**	*33,937*	*16.4*	*34,224*	*16.6*
Population 65 plus	**23,560**	**11.4**	9,495	4.6	14,065	6.8
EI Claims[6]	**4,803**					
Employable SARS[7]	**4,232**					
Number of Employers[8]	**7,343**					

[1] *Statistics Canada 1991 Census*
[2] *Statistics Canada 1996 Census*
[3] *Regional Profile HRCC Saskatoon, March 1999*
[4] *Statistics Canada, February 2000*
[5] *Population – Saskatchewan Hospital Services Plan (SHSP), June 1998*
[6] *EI Claim – Employment Insurance Claimants – Regular, HRDC Admin Data, February 1999*
[7] *Employable SAR – Social Services Fully Employable Social Assistance Recipients, December 1998*
[8] *Employer – Statistics Canada, Business Registry, June 1998*

2.1.3. Major Happenings In Saskatoon

2.1.3.1 Information Technology

A telemarketing company from North Dakota has chosen Saskatoon out of 29 possible locations for its newest call centre, which will open May 1 and bring 225 full-time equivalent jobs to the city.

The company, direcTEL, announced Thursday it will take over 13,000 square feet on two floors in the Northstar building on 51st Street East.

Buzz Stitzer, CEO of direcTEL, said Saskatoon was chosen for several reasons, but the deciding factor was the quality of Saskatchewan's labour force.

(Source: The Leader-Post, "Telemarketing Firm Opens Up In Saskatoon," March 31, 2000.)

The Business world is changing at an unprecedented pace thanks to the development of the Internet. Recognizing this dramatic shift in the way in which business is being conducted, the Saskatoon and District Chamber of Commerce is taking a proactive approach to the possibilities presented by cyberspace.

The Chamber is hosting a new trade show, E-Commerce Expo Canada 2000, the first of its kind in the province. The show will provide an opportunity for local businesses to showcase their information technology-related products or services. The scheduled for May 9-10 in the Galleria Building at Innovation Place, from 1-8 p.m., this trade show is designed for the promotion of e-business and the use of technology in the Saskatoon and district business community.

The information technology sector is an integral component of the Saskatoon business community, comprising 11 per cent of the local economy in 1999. Saskatoon provides an attractive location for information technology companies as a result of the excellent infrastructure and environment within the city. More than 100 information technology companies offer such services as programming, software, systems integration, data processing, information retrieval, and maintenance and repair to a variety of market sectors. These sectors include agriculture, engineering, health care, manufacturing, mining, and transportation.

(Source: Saskatchewan Business, "E-Commerce Trade Show Is First Of Its Kind," March/April 2000.)

2.1.3.2 Hog Industry

Mitchell's Gourmet Foods Inc., one of Saskatoon's largest and most established employers, has announced that it will expand its hog-processing plant in Saskatoon. Schneider Corp. of Kitchener, Ontario, has purchased 32% of Mitchell's and together the two firms will undertake a $50 million expansion to the Saskatoon facility. About 150 new production workers will be hired upon completion of the project. As a result, Mitchell's full-time staff will reach 1450 people. The project will have a significant impact on the stability of hog production by assuring a local, secure market in Saskatchewan into the foreseeable future. The announcement will enhance job opportunities for workers with construction, hog production, and meat processing skills.

(Source: Human Resources Development Canada, "Saskatoon Area Newsflash," February 7, 2000.)

2.1.3.3 Science, Research and Development

Alviva Biopharmaceuticals, a Saskatoon pharmaceutical company has received $1.5 million in provincial money to pursue the development of a family of drugs that hold promise in arresting the progress of neurological diseases such as Parkinson's and Alzheimer's. Within a few years Alviva's goal is to employ about 30 researchers, scientists and other workers at research facilities at Innovation Place.

Construction of the $174 million Canadian Light Source (CLS) synchrotron at the University of Saskatchewan started the spring of 1999, with the building phase scheduled for completion in 2003. It is estimated 500 construction jobs will be created over the four-year building period. Supreme Steel Ltd. of Saskatoon was awarded a $2.2 million contract and is currently on-site constructing the steel frame portion of the facility.

Synchrotrons are enormously powerful light sources that are used in a wide range of scientific disciplines including medical and pharmaceutical research, construction of microchips, development of welding techniques at the molecular level and investigation of lubricants and ceramics.

According to a leading synchrotron expert, the CLS is part of a world wide building boom in this technology that will dramatically change the world. Synchrotrons will help mining companies with environmental issues and will revolutionize industries like agronomy, pharmaceuticals, metallurgy, bio-genetics and atmosphere chemistry. The growth in science is so great there is a strong possibility Canada will build a second facility in eastern Canada.

Once the construction phase is complete, approximately 160 positions will be hired over a five-year period (2003 to 2008). Opportunities will be in physics, chemistry, biology and other sciences at both the professional and technical levels, as well as support staff. Another 40 jobs will be transferred from the Saskatchewan Accelerator Laboratory as that facility is phased out.

The facility will be housed in a building the size of a football field. By the time it is operational in 2008 it will have an annual operating budget of $14 million.

2.1.3.4 Manufacturing

More than four decades of local ownership of Flexi-Coil Ltd., a Saskatoon farm manufacturer, has come to an end with its sale to a newly formed international equipment giant. CNH Global, the name of the newly merged Case Corp and New Holland NV, announced in early 2000 that it had purchased all Flexi-Coil shares. It will be a number of months before Flexi-Coil's role within CNH Global will be clear in areas such as research and development, although the name Flexi-Coil is expected to continue to be used.

Shercom Industries Inc., a research and development company has moved into recycling. The company, best known for E-Z Riser car wheel ramps is relocating to 50th Street and buying a tire-shredding machine. Currently, the company ships out whole tires to other shredders and imports shredded tire crumb to use in its molded rubber products. The new machinery will allow Shercom to recycle up to 40 per cent of the tires generated in the province. Shercom's move into the shredding side of tire recycling should add four full time jobs in the next three months. A number of Shercom's products

are distributed nationally through well-known companies and other specialty products are sold through mining supply companies.

2.1.3.5 Biotechnology

A Saskatoon biotechnology company will double the size of its year-old production facility this spring and add 15 jobs as the processing facilities of its British parent company are relocated to the city. MicroBio RhizGen (MBR) Corporation sells a line of rhizobium inoculants that help pulse crops, such as peas and lentils, filter nitrogen from the air. The Saskatoon company will also supply inoculants for the North American soybean and peanut market. The company's British-owned parent group, MicroBio Group Ltd., is moving manufacturing assets and processing technology from its facility in England. The consolidation will create the world's leading rhizobium manufacturing and marketing company and reflects the confidence in Saskatoon's management, employee skill base and potential for future growth. MBR does not anticipate many of its production workers will move to Saskatoon from England so most of the 15 jobs created, including some doctorate level research positions, will be new hires. Another 20 jobs could be created in Saskatoon over the next three years if company sales continue to grow.

2.1.3.6 High Technology

International Road Dynamics Inc. (IRD) of Saskatoon has landed a $3 million US contract to supply seven truck weigh stations for the Colorado Department of Transportation. IRD now has a contract backlog of $17 million overall, a 20 per cent increase over the same time last year. IRD also has projects under way in India and South America.

Massload Technologies expects business to increase substantially to China as a result of a new trade agreement signed between Canada and China. Massload produces load cells, or electronic weight sensors for large vehicles.

The Systems Engineering Division (SED) of Calian Technologies has been awarded an $8 million contract to supply the uplink delivery system for XM Satellite Radio Inc., a NASDAQ listed company that is going to launch two Hughes direct-broadcast satellites into orbit within a year.

2.1.3.7 Real Estate and Housing

The need for low-income housing in Saskatoon continues to grow with an estimated 41 per cent of householders living on $30,000 per year. The City of Saskatoon, in partnership with Saskatchewan Housing Corporation and Quint Development Corporation, is contributing financially toward the purchase of 284 social housing units under construction. This number represents a significant increase when compared to the 73 units constructed between 1994 and 1998. Low vacancy rates and minimal apartment construction also threaten the amount of affordable housing.

During 1999 the cost of owning a home in Saskatchewan increased, as it did in most parts of the country, due to increased selling prices along with higher mortgage rates and flat incomes. In Saskatoon the average selling price of existing houses rose about five per cent in 1999 to $109,822. During 2000 housing prices are not expected to change from 1999 prices. Last year, about 6 per cent of the sale force left the business, with another two or three per cent fewer agents working in Saskatoon this year.

2.1.3.8 Construction

According to Canada Mortgage and Housing Corporation (CMHC) Saskatchewan will continue to see 3,000 housing starts during 2000 and 2001. More houses could be built in the province, especially Saskatoon, if enough skilled trades-workers could be found. Demand for single-family homes continues in mid-central Saskatchewan including Saskatoon and Prince Albert because of job growth in mining, forestry and manufacturing.

The Meewasin Valley Authority (MVA) plans to spend $1.2 million on redevelopment of the weir area of the South Saskatchewan River in Saskatoon. Along with enhancing the community, the project will continue to help promote Saskatoon's Tourism Sector.

2.1.3.9 Accommodation, Food and Beverage Service

Despite the large number of new hotels emerging onto the Saskatoon market during 1999, downtown convention hotels are expected to hold their own and maintain an occupancy rate of 70 per cent or better. This occupancy level ensures opportunities for accommodation sales and service industry.

2.1.3.10 Air Services

Canadian Regional's 124 Saskatoon-based jobs could be in jeopardy with Air Canada's official take over of rival Canadian Airlines. Reduced fights were expected and as of mid-January 2000 the takeover has reduced flights in and out of Saskatchewan.

Air Canada expects to reduce the combined workforce by 2,500 through attrition and buyouts. Saskatoon's Canadian Regional workforce includes pilots, fight attendants, mechanics and office staff. To date there has been no word on how these workers fit into Air Canada's plan. Air Canada does not run flight crews out of Saskatoon, but has 55 employees, mostly front-line employees such as ticket counter staff, baggage handlers and ground crews.

2.1.3.11 Communication

A Saskatoon television commercial producer is the only Saskatchewan job loss in the recent cutbacks at the Canadian Broadcasting Corporation (CBC). One hundred and seventy-three employees will loose their jobs by March 31, 2000. The public broadcaster has cut more than 3,000 jobs Canada-wide since major downsizing began in 1995.

2.1.3.12 Community Services

By September 2000 renovations will be completed on the former Extra Foods facility on 20th Street. The inner-city centre will combine recreation and culture with health care. Counselors, a recreation therapist, an addiction worker and a primary care nurse will be on staff.

The Saskatoon Tribal Council, Saskatchewan Health and City of Saskatoon are involved in the project.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review," February and March 2000.)

2.1.3.13 Textiles

Alberta Garment Manufacturing (AGM) of Calgary is expanding its operations to Saskatoon with the purchase of Nygard International's building and equipment. AGM will keep the current staff of 76 people and plans to double that over the next two years as the business grows.

(Source: Economic and Co-operative Development – News Release, "Garment Manufacturer Sews Up Deal To Move To Saskatchewan," December 9, 1999.)

2.1.3.14 Film Industry

The Saskatchewan Opportunities Corporation (SOCO) is investing $250,000 in Saskatoon's film industry. The money will be invested in The Edge Production Corporation. It will use the money to increase its development, production, acquisition and distribution of films.

(Source: Saskatchewan Opportunities Corporation – News Release, "Province Invests In Growing Film Industry," March 27, 2000.)

2.2. Regina

2.2.1. Demographics

Characteristics	Regina	Saskatchewan
Population in 1991[9]	179,183	988,928
Population in 1996[10]	180,400	990,237
1991 to 1996 population change %	0.7	0.1
Population in 1998 (Covered Population With Residence* Correction, Regina HRCC)[11]	187,085	1,031,933
1996 to 1998 population change %	3.57	4.0
1996 Unemployment Rate[10]	7.5	7.2
Feb/2000 Unemployment Rate[12]	4.8	4.6
Education Indicators, percent with:		
Less than Grade 12	37.4	43.1
At least some post-secondary	50.9	46.3
University degree (Statistics Canada, Regina HRCC)[10]	12.6	9.8
1996 Aboriginal Population[10]	13,330 - 7.4%	111,245
1996 Visible Minority Population[10]	10,230 - 5.7%	26,945
1996 Immigrant Population[10]	14,745 - 8.2%	52,315
Average Age of the Population in 1996[10]	34.6	35.7
Average Age of the Population in 1998 (Covered Population With Residence* Correction, Regina HRCC)[11]	36	36

*Registered Indian Population allocated to actual residence rather than Home Reserve; available for 1998 only

2.2.2. Profile of Regina

	Total	%	Male	%	Female	%
Total Population[13]	**187,085**	**100**	91,706	49	95,379	50.9
Population 15 to 64	**125,310**	**66.9**	62,517	33.4	62,793	33.5
Population 0 to 14	**39,294**	**21**	20,138	10.7	19,156	10.2
Population 15 to 24	**27,401**	**14.6**	13,830	7.4	13,571	7.3
Population 25 to 44	**60,701**	**32.4**	30,398	16.2	30,303	16.1
Population 65 plus	**22,481**	**12**	9,051	4.8	13,430	7.2
EI Claims[14]	**3,100**					
Employable SARS[15]	**5,019**					
Number of Employers[16]	**6,088**					

[9] *Statistics Canada 1991 Census*
[10] *Statistics Canada 1996 Census*
[11] *Regional Profile HRCC Regina, March 1999*
[12] *Statistics Canada, February 2000*
[13] *Population – Saskatchewan Hospital Services Plan (SHSP), June 1998*
[14] *EI Claim – Employment Insurance Claimants – Regular, HRDC Admin Data, February 1999*
[15] *Employable SAR – Social Services Fully Employable Social Assistance Recipients, December 1998*
[16] *Employer – Statistics Canada, Business Registry, June 1998*

2.2.3. Major Happenings in Regina

2.2.3.1. *Education*

After six decades in Regina, the Canadian Bible College (CBC) will be saying goodbye to the Queen City and will be moving to Calgary.

CBC president George Durance announced Monday that both the college and its graduate school, the Canadian Theological Seminary, will leave their 16-acre campus in the city's northwest sector as early as 2002.

The Saskatchewan government had been pinning its hopes on the college relocating in the so-called Knowledge Corridor between the University of Regina and the SIAST Wascana Campus in the southeast part of the city.

The college has an annual budget of about $5.5 million, 543 students and 90-100 staff and faculty.

(Source: The Leader-Post, "Bible College Alberta-Bound," April 4, 2000.)

2.2.3.2. *Social Change*

A new social report on Regina has positive things to say about life in the city, but also contains disturbing signs that the gap between rich and poor is growing, Mayor Archer says.

"We're seeing prosperity in one part of our society and growing despair in another sector," Archer told reporters Tuesday. "This growing gap of haves and have-nots can't continue to grow."

Archer made his remarks following the release of *Focusing on People*, a 124-page social and demographic profile of the community written by statistician Doug Elliot.

Highlights of the report include:

- The amount of food distributed by the Regina and District Food Bank more than doubled between 1985 and 1998, increasing from 40 tonnes to 83 tonnes. About half the people receiving food from the agency are children.
- While 16 per cent of Regina residents were living below Statistics Canada's low-income cutoffs in 1990, by 1995 the rate was 18 per cent.
- Between 1996 and 1998, the number of welfare cases fell nine per cent to 8,950.
- Regina's CMA (census metropolitan area) population is forecast to grow annually by 0.2 per cent over the next 10 to 20 years, leveling off at about 208,000 people by 2023.
- Fifteen per cent of the adult population in the city has a university degree.
- In recent years, housing starts have been up, the vacancy rate is declining and the average month's rent is growing rapidly.
- Households are getting smaller: while there were 3.0 people per household in 1976, that figure fell to 2.5 in 1996.
- Middle-aged people are Regina's surging demographic group: in the next five years, the number of people aged 40 to 54 years old is forecast to exceed the number under 15 years of age.

- Some 5,655 people live in families where the home language is something other than English. Of these, Chinese is the most common.
- Regina's teen birth rate (for women aged 15-19) is declining, going from 49 births per 1,000 in 1981 to 31 births per 1,000 in 1997.

(Source: The Leader-Post, "Divisions Growing In City," April 5, 2000.)

The poverty gap between aboriginal and non-aboriginal people is greater in Regina than any other major city in Canada, a newly released report on urban poverty says.

On Monday, the Canadian Council on Social Development released *Urban Poverty in Canada*, which uses data from the 1996 Census to examine how the face of poverty is changing in Canadian cities. One section of the report focused on 15 cities with large aboriginal populations. It found that aboriginal people were more than twice as likely to live in poverty compared to non-aboriginals. The group defined poverty as living with income below Statistics Canada's low-income cutoffs.

In 1995, Regina's non-aboriginal poverty rate was 14.9 per cent, while the aboriginal rate was 62.8 per cent.

(Source: The Leader-Post, "Native-White Poverty Gap Huge," April 18, 2000.)

2.2.3.3. *Real Estate and Housing*

Resale home prices are soaring in the older parts of Regina, while rising slower in the higher-priced suburbs, according to a survey by Royal LePage Real Estate Services.

In the Cathedral area, for example, prices have jumped 28 per cent to $72,500 from $56,525 over the past five years. By contrast, prices in Windsor Park in Regina's suburban southeast have increased less than five per cent to $170,600 from $162,800 during the same period.

(Source: The Leader-Post, "Housing Prices Mixed," April 4, 2000.)

Canadian Mortgage and Housing Corporation's October 1999 Rental Market Survey recorded Regina's vacancy rate at 1.4%, the fifth lowest of the 26 cities surveyed. Real Estate activity continues to be encouraging.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

2.2.3.4. *Research*

The government's Strategic Initiatives Fund has provided $530,000 to the University of Regina's new $2 million, high-powered graphics supercomputer, one of the most powerful systems of its kind in Canada. The new supercomputer also received funding from Silicon Graphics Inc., headquartered in Mountain View, California and the Canada Foundation for Innovation.

The computer is the first phase of the U of R's Institute for Computational Discovery program. With the inclusion of 20 high-speed processors, the graphics supercomputer is among the largest in Canada. Ten researchers will use its visualization techniques to do work in petroleum research, data mining, economic modeling, econometric simulation and geographic information systems.

(Source: Saskatchewan Business, "Strategic Initiatives Fund Supports Supercomputer," March/April 2000.)

The University of Regina will be the home to a new research centre that will study how the Prairies can adapt to climate change caused by the accumulation of greenhouse gases in the atmosphere.

The Prairie Adaptive Research Co-operative (PARC), which will be located at the U of R's Petroleum Technology Research Centre, will study ways to minimize the downsides of climate change and look for economic opportunities.

(Source: The Leader-Post, "U of R Will Host Climate Research," March 25, 2000.)

2.2.3.5. *Film Industry*

Projections are now that the industry could grow from current revenues of about $45 million to something in the range of $80 million within five years. The number of jobs – many of which are concentrated in Regina – could expand to 2,000 from the current level of 600.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

2.2.3.6. *Health*

Despite having hired almost 200 nurses since February, the Regina Health District still needs to hire more registered and licensed practical nurses before it can reopen all its acute care beds.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

2.2.3.7. *Tourism*

Tourism is the province's fastest growing industry, generating more than $1 billion per year in spending and employing more than 40,000 people. Tourism Regina reported that one in ten Reginans now work in tourism-related jobs. Attractions such as Casino Regina and events such as the Western Canada Agribition continue to attract visitors to the area.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

2.2.3.8. *Accommodation, Food and Beverage Service*

New restaurants continue to open, existing hotels are being upgraded and new hotels are being built.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

Serca Food Service, a Toronto-based food distributor, is consolidating its Saskatchewan operations by expanding its Regina location. The current location will double to 110,000 square feet and in its expanded form the distributor is expected to create 25 new jobs.

The annual Saskatchewan Urban Municipalities Association (SUMA) convention in Regina brought approximately 1,000 delegates to the city for the three-day event.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.2.3.9. *Information Technology*

Regina's information technology sector has been expanding rapidly. An $11 million Information Technology Centre is being constructed at the University of Regina. Science Applications International Corp (SAIC) is at work on a new $40 million computerized health information system for the province. Of all computer programmers and systems analysts in Saskatchewan, two-thirds reside in Regina.

Regina has been quite successful in attracting telephone "call centres," such as the Sears' Canada Catalogue Call Centre and the Canadian Imperial Bank of Commerce Telephone Banking Centre. Spread across a variety of industries, these operations now account for roughly 2,300 jobs.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

MicroAge Regina has been awarded a contract to provide $500,000 in computer equipment and major technical support at 15 wing Moose Jaw for the ANTO Flying Training in Canada Program. The contract will mean seven new jobs at MicroAge, plus six contract training staff.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.2.3.10. *Construction*

Construction activity in Regina jumped 16 per cent in 1999 to $161.7 million, from $139.5 million in 1998. The increase is attributable to a number of larger projects that took place in the city, although permits for single-family homes were up marginally.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.2.3.11. *Finance*

Regina has lost several cheque-processing centres as banks were able to consolidate these services in Calgary.

Royal Bank is closing its Saskatchewan regional headquarters in Regina, affecting 30 to 40 employees. Fortunately, Royal Bank still expects to add to its total staff in Regina over the next couple of years. About 300 people presently work at Royal Bank's personal service centre in Regina; this will increase to 400 in 2000 and to 500 by 2001.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

2.2.3.12. *Refineries*

Consumer's Co-operative Refineries Ltd. (CCRL) hopes to obtain support from the province before proceeding with its proposed $236 million expansion.

(Source: Human Resources Development Canada, "Regina Area Labour Market Review," March 2000.)

2.2.3.13. *Manufacturing*

IPSCO has announced a contract to supply 453 kilometres of 60-centimetre diameter pipe for the Corridor Pipeline Project that will ship heavy oil from a new energy development in northern Alberta.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.2.3.14. *Agriculture*

The Saskatchewan Wheat Pool reports that it is losing money and that it is losing money and that it must restructure to compete. It will cut 275 employees – 75 management positions (mainly Regina) and 200 in the countryside.

(Source: Human Resources Development Canada, "Regina Area Labour Market Review," March 2000.)

2.2.3.15. *Employment*

The number of people employed in Regina has risen from 96,500 in 1989 to 104,800 in 1999, an increase of 8.6%.

(Source: Human Resources Development Canada, "Regina Area Labour Market Review," March 2000.)

2.2.3.16. *Transportation*

Originating in northeastern British Columbia, the $3.7 billion Alliance Pipeline Project will pass through the Regina-Moose Jaw area in route to Chicago and the U.S. Midwest.

(Source: Human Resources Development Canada, "Regina Area Labour Market Review, " March 2000.)

Hobo Express, a shuttle service between Moose Jaw and Regina, has added Casino Regina to its list of destinations and expects to see an increase in the amount of traffic it generates as a result.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.2.3.17. *Insurance*

Canada Life Assurance Company purchased the insurance operations of Regina-based Crown Life Insurance. Canada Life is keeping the Regina facility as its Western Canadian headquarters, but staff levels will drop to about 700 employees (from about 1,000 with Crown Life).

Co-operators General Insurance is automating application processing systems and consolidating national underwriting operations at Guelph and Moncton, affecting 115 Regina positions.

(Source: Human Resources Development Canada, "Regina Area 2000 Industry Overview," March 22, 2000.)

2.3. Moose Jaw

2.3.1. Demographics

Characteristics	Moose Jaw	Saskatchewan
Population in 1991[17]	33,593	988,928
Population in 1996[18]	32,973	990,237
1991 to 1996 population change %	-1.8	0.1
Population in 1998 (Covered Population With Residence* Correction, Moose Jaw HRCC)[19]	35,145	1,031,933
1996 to 1998 population change %	6.2	4.0
1996 Unemployment Rate (Statistics Canada)2	6.9	7.2
Feb/2000 Unemployment Rate[20]	N/A	4.6
Education Indicators, percent with: Less than Grade 12 At least some post-secondary University degree (Statistics Canada, Moose Jaw HRCC)[18]	 43.3 45.9 7.0	 43.1 46.3 9.8
1996 Aboriginal Population[18]	920 - 2.8%	111,245
1996 Visible Minority Population[18]	1,005 - 3.1%	26,945
1996 Immigrant Population[18]	1,805 - 5.5%	52,315
Average Age of the population in 1996[18]	38.4	35.7
Average Age of the Population in 1998 (Covered Population With Residence* Correction, Moose Jaw HRCC)[19]	38.0	36.0

*Registered Indian Population allocated to actual residence rather than Home Reserve; available for 1998 only

2.3.2. Profile of Moose Jaw

	Total	%	Male	%	Female	%
Total Population[21]	**34,505**	**100**	16,611	48.1	17,894	51.8
Population 15 to 64	**21,189**	**61.4**	10,457	30.3	10,732	31.1
Population 0 to 14	**6,949**	**20.1**	3,632	10.5	3,317	9.6
Population 15 to 24	**4,937**	**14.3**	2,422	7	2,515	7.3
Population 25 to 44	**9,644**	**27.9**	4,749	13.7	4,895	14.1
Population 65 plus	**6,367**	**18.4**	2,522	7.3	3,845	11.1
EI Claims[22]	**876**					
Employable SARS[23]	**851**					
Number of Employers[24]	**1,131**					

[17] *Statistics Canada 1991 Census*
[18] *Statistics Canada 1996 Census*
[19] *Regional Profile HRCC Moose Jaw, March 1999*
[20] *Statistics Canada, February 2000*
[21] *Population – Saskatchewan Hospital Services Plan (SHSP), June 1998*
[22] *EI Claim – Employment Insurance Claimants – Regular, HRDC Admin Data, February 1999*
[23] *Employable SAR – Social Services Fully Employable Social Assistance Recipients, December 1998*
[24] *Employer – Statistics Canada, Business Registry, June 1998*

2.3.3. Major Happenings In Moose Jaw

2.3.3.1. *Aviation*

The NATO Flight Training Centre (NFTC) began receiving training aircraft in October 1999.

The $12 million NATO Flight Training in Canada headquarters at Moose Jaw (to be completed by December 1999), a $10 million hotel to house trainee pilots, a $3,5 million renovation to Hangar #3, a roof truss upgrades on other hangers, and demolition of many older buildings on the base.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.3.3.2. *Film Industry*

The film industry has been shooting several productions in the Moose Jaw area over the past year.

The industry reports a shortage of film crews as the Saskatchewan Employment Tax Credit Program is sustaining the industry's double-digit annual growth.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.3.3.3. *Accommodation, Food and Beverage Service*

An increase in tourism (due to the low value of the Canadian dollar in relation to the United States dollar), and the construction of several new hotels and motels in the area mean 1999 will be a very busy year for the accommodation sector.

The construction of a new $2 million Comfort Inn motel.

More specialty restaurants (Japanese, Thai, Malaysian, etc.) are opening in the Moose Jaw area, reflecting changing customer tastes. This results in a need for skilled foreign food cooks, and especially those who can train other cooks. Customer demand has leveled off or slightly declined in fast food restaurants.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

Temple Gardens Mineral Spa turned a pre-tax profit which more than four times exceeds last year's profits.

The Humpty's franchise owned by Bev and Ole Johansen has been converted into an independent restaurant called "Chicago's All Day Grill." The restaurant's new name is a nod to the city's rum running past and its connection to the infamous gangster Al Capone. Staff will increase by 10 for a total of 30.

Construction of a new Burger King restaurant has begun.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.3.3.4. *Retail Department Stores*

The Army and Navy Department Store in Moose Jaw is closing at the end of February.

(Source Human Resources Development Canada, "Moose Jaw Area Labour Market Review," March 16, 2000.)

A $4.5 million Wal-Mart store opened in Moose Jaw in September. The 105,000 square foot store has close to 200 full and part-time employees.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.3.3.5. *Mining*

IMC-Kalium is expanding their potash mine at Belle Plaine over the next four years (to 2002). Once completed, about 45 new jobs will be created.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

China has signed a 1.6 million metric tonne contract for the supply of potash with Canpotex. The deal will see 35% of the contract supplied by IMC-Kalium at Belle Plaine.

(Source: Human Resources Development Canada, "Moose Jaw Area Labour Market Review," March 16, 2000.)

2.3.3.6. *Construction*

Moose Jaw Sash and Door has secured a contract worth $400,000 to ship windows for a new home to be built for Philippine president Joseph Estrada.

(Source: Saskatchewan Economic and Co-operative Department, "Saskatchewan Economic News," February and March 2000.)

Pioneer Grain is planning to build a $10 million concrete elevator near Pasqua with construction to start in 1999.

United Grain Growers plans to build a $10 million concrete elevator in or near Moose Jaw in 2001.

The Moose Jaw Co-op will spend close to $1 million in a 7,560 square foot expansion of their Agro Centre, with completion by February 2000.

Re-development of the old Via Rail Station in Moose Jaw by Rocom Management is estimated at $2 million for the liquor store, and an estimated $1.25 million for the two commercial buildings (retail/restaurant space).

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.3.3.7. *Tourism*

Moose Jaw City Council has approved their share of a $1.1 million Tourist Information Centre on the city's northeast side.

The Tunnels of Little Chicago tourist attraction in Moose Jaw will see $1.2 million in new construction to rebuild three tunnels under city streets. The investment could result in 100,000 people touring the tunnels each year. This would make the tunnels the largest non-gambling tourist attraction in the province.

(Source: Human Resources Development Canada, "Moose Jaw Area Labour Market Review," March 16, 2000.)

Two city-owned parking lots were purchased to accommodate the expansion of the Tunnels of Little Chicago. One of these lots will be used to construct a 400-seat amphitheatre.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

2.3.3.8. *Transportation*

Canadian Pacific Railway (C.P.R.) has announced it is cutting 10% of its workforce, or about 1,900 people by the end of 2000. The railway currently employs 570 people in Moose Jaw (the city's second largest employer), but the impact of job losses in the C.P.R.'s Moose Jaw operations will not be known for some time yet.

Several car dealerships have merged or closed in 1998 easing the acute short supply situation for repair technicians.

The Alliance Pipeline Project is under way with 400-500 people employed on the project's Saskatchewan section.

From 1999 to 2002, Enbridge Energy Inc. (formerly Interprovincial Pipelines) has work under way on a major pipeline project, part of it through the Moose Jaw area.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.3.3.9. *Water Treatment*

Saskatchewan Water Corporation is planning to spend $2.2 million on replacement of a control structure at Buffalo Pound Lake. The facility supplies water to communities in the Moose Jaw-Regina area.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.3.3.10. *Communications*

Golden West Broadcasting Ltd. is proposing a new FM radio station for Moose Jaw.

SaskTel is in the midst of spending $5.9 million in the Moose Jaw area on network expansion, updating the all-digital network infrastructure, and construction of a 25 kilometre fiber optic line between Moose Jaw and Belle Plaine.

(Source: Human Resources Development Canada, "Moose Jaw Area 1999 Industry Overview," February 29, 2000.)

2.4. Prince Albert

2.4.1. Demographics

Characteristics	Prince Albert	Saskatchewan
Population in 1991[25]	34,181	988,928
Population in 1996[26]	34,777	990,237
1991 to 1996 population change %	1.7	0.1
Population in 1998 (Covered Population With Residence* Correction, Prince Albert HRCC)[27]	39,427	1,031,933
1996 to 1998 population change %	11.79	4.0
1996 Unemployment Rate[28]	10.9	7.2
Feb/2000 Unemployment Rate[28]	N/A	4.6
Education Indicators, percent with: Less than Grade 12 At least some post-secondary University degree (Statistics Canada, Prince Albert HRCC)[26]	 46.2 43.2 7.3	 43.1 46.3 9.8
1996 Aboriginal Population[26]	9,190 - 26.4%	111,245
1996 Visible Minority Population[26]	485 - 1.4%	26,945
1996 Immigrant Population[26]	1,510 - 4.3%	52,315
Average Age of the population in 1996[26]	33.6	35.7
Average Age of the Population in 1998 (Covered Population With Residence* Correction, Prince Albert HRCC)[27]	33.2	36.0

*Registered Indian Population allocated to actual residence rather than Home Reserve; available for 1998 only

2.4.2. Profile of Prince Albert

	Total	%	Male	%	Female	%
Total Population[29]	**39,356**	**100**	19,187	48.7	20,169	51.2
Population 15 to 64	**24,837**	**63.1**	12,191	30.9	12,646	32.1
Population 0 to 14	**10,044**	**25.5**	5,190	13.1	4,854	12.3
Population 15 to 24	**6,014**	**15.2**	2,947	7.5	3,067	7.8
Population 25 to 44	**11,835**	**30**	5,734	14.5	6,101	15.5
Population 65 plus	**4,475**	**11.3**	1,806	4.65	2,669	6.8
EI Claims[30]	**1,539**					
Employable SARS[31]	**1,668**					
Number of Employers[32]	**1,396**					

[25] *Statistics Canada 1991 Census*
[26] *Statistics Canada 1996 Census*
[27] *Regional Profile HRCC Prince Albert, March 1999*
[28] *Statistics Canada, February 2000*
[29] *Population – Saskatchewan Hospital Services Plan (SHSP), June 1998*
[30] *EI Claim – Employment Insurance Claimants – Regular, HRDC Admin Data, February 1999*
[31] *Employable SAR – Social Services Fully Employable Social Assistance Recipients, December 1998*
[32] *Employer – Statistics Canada, Business Registry, June 1998*

2.4.3. Major Happenings In Prince Albert

2.4.3.1. *Communications*

Prince Albert residents may have another FM station to choose from if an application by 900 CKBI/Power 99 is approved by the Canadian Radio -Television and Telecommunications Commission. If approved, the company will introduce a country-format and create 10-12 new jobs.

(Source: Saskatchewan Economic and Co-operative Department, "Saskatchewan Economic News," February and March 2000.)

A partnership between SaskTel and the Federation of Saskatchewan Indian Nations will double telephone service to households in First Nations areas from 36% to 72% over the next three to five years.

(Source: Human Resources Development Canada, "Prince Albert Labour 1999 Industry Overview," February 29, 2000.)

2.4.3.2. *Tourism*

The Prince Albert Tourism and Convention Bureau has forecasted an unprecedented increase in tourism revenue for the period 1999 to 2000.

The new $6 million Northern Lights Casino continues to inject added cash flow into the local economy.

Forecasters predict "tourism", of which service and leisure plays a major part, will be the single largest industry by the year 2000.

To maintain a competitive edge, Saskatchewan Tourism Industry is investing in effective, targeted training. The two new apprenticeable trades are *Food and Beverage Person* and *Guest Services Representative.*

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.3. *Transportation*

Athabasca Airways has established a new connection to Winnipeg from Prince Albert.

Concerns remain regarding the elimination of the Crow Rate Subsidy and the resultant increased transportation costs and this may also result in a further trend towards diversification of agricultural production and a decreased reliance on wheat and cereal crops. Expansion is expected to occur in cattle, pork and specialty crops.

Source: (Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.4. *Mining*

Cogema Resources Inc. has temporarily laid off 120 employees at its MacLean Lake uranium mine pending approval of an operating license by the Atomic Energy Control Board. Licensing delays have occurred as a result of engineering problems associated with a tailings management facility at the MacLean site.

All miners at the site together with mining support workers and some mill and maintenance workers have been laid off.

(Source: Human Resources Development Canada, "Prince Albert Area Newsflash," February 7, 2000.)

Saskatoon-based Shore Gold's drilling program shows the existence of a long kimberlite pipe – the geological formation associated with diamonds – and a large number of diamond-indicator minerals. Star Kimberlite formation is located in the Fort a la Corne area east of Prince Albert. The drill ore will be tested during the next few months to determine diamond content, quality and size. Shore's drilling program has uncovered diamonds and is looking to see if it is economical for mining.

Without further exploration and development, the number of people employed in mining and mine construction in Northern Saskatchewan will reduce significantly after the year 2000 from a present work force of 2,458 to 1,568 by 2006.

The decommissioning of exhausted mine sites has become an issue in Northern Saskatchewan.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.5. *Real Estate*

Low interest rates appear to have contributed to a buoyant real estate market, with sales up nearly 10% over the previous year.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

Prince Albert Development Corporation took over ownership of the Madison Inn and will rename it the Marquis Inn. The company, which is owned by the 12 First Nations of the Prince Albert Grand Council, will also take over the Marlboro Inn as of April 1.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News, " February and March 2000.)

2.4.3.6. *Finance*

The Prince Albert Credit Union opened its new, $5 million, 35,000 square foot facilities in February.

(Source: Saskatchewan Economic and Co-operative Development, "Saskatchewan Economic News," February and March 2000.)

Demand for financial management services including investment dealings, mutual funds, insurance and trust services has stabilized at this time.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.7. *Construction*

The City of Prince Albert was once more on the leading edge of a building boom in 1998, with more than a 100% increase in activity. The greatest increase took place in the area of institutional and commercial construction.

Preliminary indications are for continued improvement in the construction labour market conditions for 1999 with the development of a new $6 million performing/visual arts

facility in Prince Albert. As well as the upgrading of the Communiplex and Sewage Treatment facilities and the Weyerhaeuser expansions, and the ongoing renovations and expansions to both, the Southhill and Gateway Malls.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.8. *Education*

Teachers who have graduated from the Northern Teacher Education Program (NORTEP) have significantly reduced teacher turnover in the Northern Lights School Division and First Nations Schools.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.9. *Health*

Recent figures released by the Prince Albert District Health Board demonstrated employment within the health district has increased by 33 full-time equivalents (FTE's) since the establishment of the Health Board.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.4.3.10. *Forestry*

The forestry industry in Northern Saskatchewan is primarily based in the three communities of Meadow Lake, Prince Albert, and Hudson Bay. The Prince Albert Pulp and Paper Mill reported a number of significant accomplishments, including international recognition as a first ranking quality supplier in North America.

A partnership between Weyerhaeuser, Lac La Ronge Indian Band, and the Montreal Lake and Peter Ballantyne Cree Nations has created Wapawekka Lumber Ltd., which will build a $22.5 million sawmill north of Prince Albert, scheduled for completion by spring 1999.

Weyerhaeuser plans a $50 million expansion of its Big River sawmill that will create 50 new jobs and increase its milling capacity from 100 million board feet to 230 million board feet.

The Provincial Government and Pacific Regeneration Technologies (PRT) have concluded a lease agreement that will see PRT take over the operation of the Prince Albert Forest Nursery. This is expected to result in a $4.5 million expansion of the operation, creating about 100 seasonal and full-time jobs.

(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

Provincial Forest Products Ltd., a local wood products company in Prince Albert, has temporarily stopped operations and locked the gates to its facility.

(Source: Human Resources Development Canada, "Prince Albert Area Labour Market Review," March 8, 2000.)

2.4.3.11. *Commerce*

A recent survey conducted by the Prince Albert Chamber of Commerce has revealed continued confidence for improved business growth in 1999 with approximately 60 per cent of survey respondents anticipating an increase in business volume.

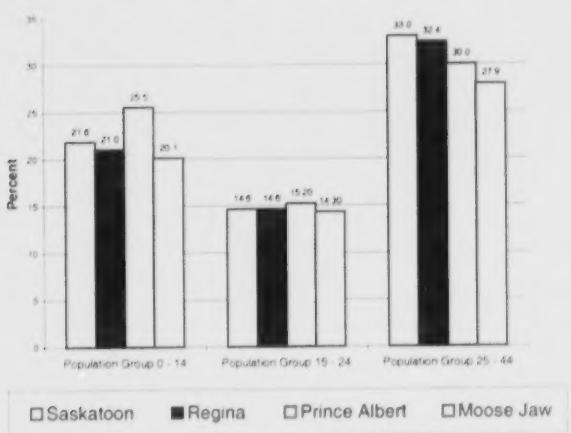
(Source: Human Resources Development Canada, "Prince Albert Area 1999 Industry Overview," February 29, 2000.)

2.5. Provincial Focus

2.5.1. Demographics – Charts

Demographic changes influence the demand for services and the supply of and demand for labour. Traditionally, Saskatchewan has lost people through inter-provincial migration; most out-migrants are in the 15-29 year age group and tend to be Alberta-bound. Over the next decade, we will need to pay much closer attention to some key demographic changes:

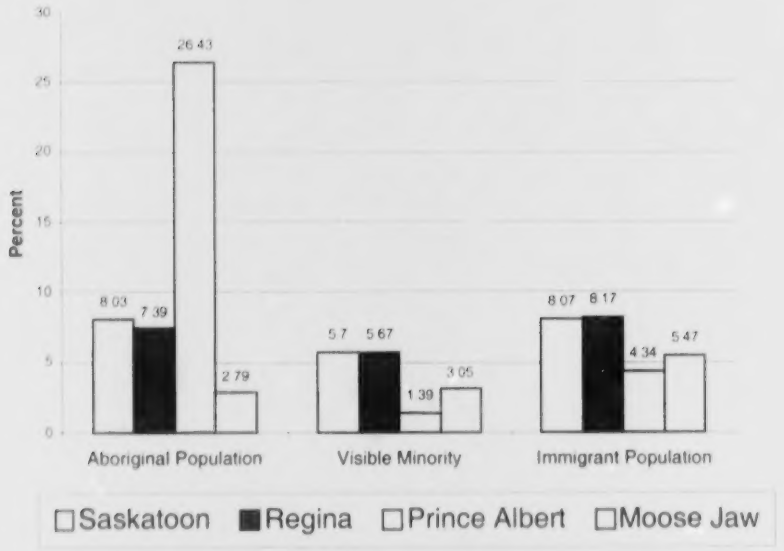
Figure 1: Age Group as a Percent of Population



Source: Saskatchewan Hospital Services Plan

June 1998

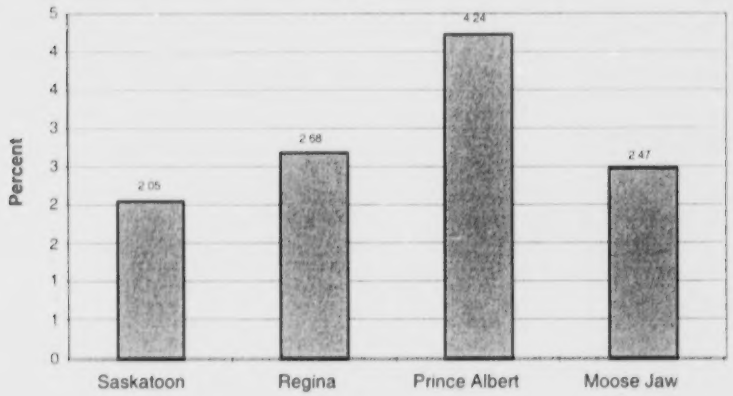
Figure 2: Aboriginal Population, Visible Minority and Immigrant Population as a Percent of Population



Source: Statistics Canada 1996 Census

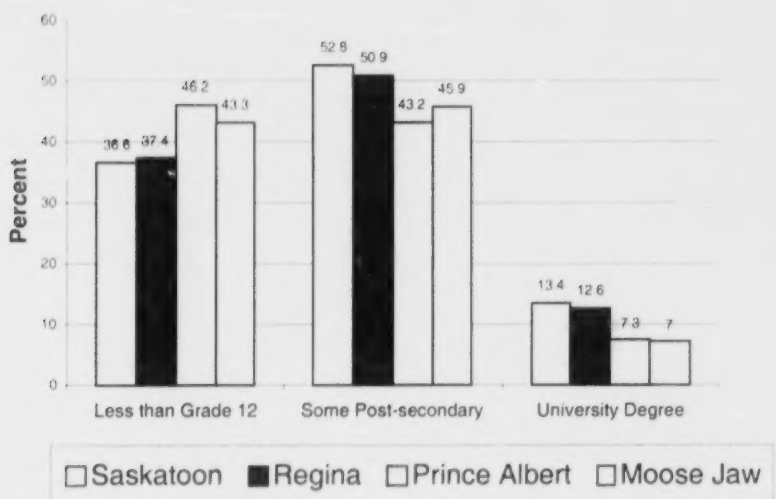
- **"Baby Boom" Generation** – Many organizations employ a disproportionate number of 'baby boomers'. What are the implications as boomers begin to retire and withdraw from the labour force?
- **Aging Population –** 15% of people in Saskatchewan are over 65 years of age (compared to 12% in Canada). By 2016, projections are that 17% of Saskatchewan residents will be over 65. What impact will this have on the workplace and on society? On the demand for health services and our ability to maintain them?
- **Aboriginal Workers –** Saskatchewan's Aboriginal population is growing more rapidly than the population as a whole. Some studies predict that Saskatchewan's Aboriginal population will increase by a third within the next ten years and that 50 years from now, one-third of all Saskatchewan people could be of native ancestry. Within the next decade, approximately one-fifth of the school-age population and one-fifth of new labour force entrants will be Aboriginal. As a group however, First Nations and Metis people have lower levels of education and much higher rates of unemployment than the general population.

Figure 3: Employable SARS as a Percent of Population



Source: Social Services Fully Employable Social Assistance Recipients, December 1998

Figure 4: Education Indicators as Percent of Population



Source: Statistics Canada 1996 Census

2.6. Major Provincial Happenings

2.6.1. Population and Employment

Although Saskatchewan's population is declining slightly, it's too early to hit the panic button, a University of Regina economics professor says.

Statistics Canada reported earlier this month that as of January 1, 2000, there were 1,027,172 people in the province – a decline of 693 (0.07 per cent) from a year earlier. This change is due to out-migration, mainly to other provinces.

It was the first year-to-year drop the federal agency has recorded for Saskatchewan since 1992.

According to U of R economics professor Christopher Nicol, a small population decline can reverse quickly, so one shouldn't make too much of the 1999 statistics.

Bob Ellis, manager of corporate affairs with the Economic and Co-operative Development Department said there were 15,000 more people working in the province in March 2000 than there were the same time last year. Saskatchewan's unemployment rate also fell to 4.6 per cent from 6.8 per cent.

"Those numbers give us reason to be optimistic about the growth of the economy and where our population will be heading in a few months time, " Ellis said.

(Source: The Times-Herald, "Saskatchewan Sees Slight Decrease In Population," April 12, 2000.)

2.6.2. Economic Overview

The Royal Bank's most recent *Provincial Trends Survey* continues to place Saskatchewan at or near the bottom of its provincial economic performance ratings.

Based on figures from January or December, the bank had Saskatchewan in 1999 ranking last in employment growth, last in retail sales growth, second last in growth of manufacturing shipments and international exports.

The bank described Saskatchewan's job growth and personal disposable income gains as anemic during 1999. However, the bank noted the January figures, which showed the province had gained 4,300 jobs in the past year, were impressive.

(Source: The Leader-Post, "Sask. Economy Lagging," April 4, 2000.)

The local and provincial economies will rebound modestly from a sub-par year in 1999, thanks to stronger retail sales and job growth, says the Conference Board of Canada.

However, the problem of out-migration of working-age people appears to be here to stay, according to the Ottawa-based economic forecaster. Paul Darby, director of economic services for the Conference Board, said the province should post 2.6 per cent economic growth in 2000 and 2.3 per cent growth in 2001.

While the forecast is slightly lower than last year's increase in gross domestic product (GDP) of 2.8 per cent, Saskatchewan's GDP was hindered by a larger-than-average crop of below-average quality and well-below average grain prices.

"After excellent growth in the last two or three months, employment should increase by 2.3 per cent this year and one per cent in 2001, following dismal 0.8 per cent growth in 1999, " Darby said.

According to Darby, "Recent income tax cuts in both federal and provincial budgets should mean stronger retail sales this year and next. The Conference Board is projecting over four per cent growth in sales this year and next, after 'negative growth' in 1998 and 'negligible growth' in 1999 – a modest recovery after what has been some fairly tough years for Saskatchewan."

(Source: The Leader-Post, "Local, Provincial Economies To Rebound, " April 18, 2000.)

2.6.3. Workforce

Paul Martin, a business owner and freelance writer in Regina recently made these comments on the Provincial Workforce:

> "The average age of a Saskatchewan worker is 43 years. In other words, in 20 years more than half the workforce will be donning a gold watch and looking for a golf course.
>
> The latest figures on the future workforce suggest that the traditional workforce will peak in size in 2008 and then decline rapidly as the boomers retire. If we do nothing, the economy basically has little room to expand labour demand and we can expect to see selected shortages as early as this year, according to the editors at *Sask-Trends Monitor* who have been studying these numbers quite closely.
>
> Saskatchewan, interestingly, may be the most well positioned province in the country to capitalize on the impending labour crunch.
>
> In both real terms and as a percentage of our population, Saskatchewan has the highest Aboriginal population in the country. Their working age population doesn't peak until 2013 – five years later than the mainstream – and, unlike the traditional workforce which will decline sharply after its peak in 2008, it remains constant and will grow in importance in the workforce.
>
> To put it another way, the baby boom bulge in the Aboriginal community is between age 5 and 14 with the biggest single bulge at age 10. All of that should pave the way for a decent transition – from one generation of boomers to the next boomer generation.
>
> If we hope to expand the economy we have two choices – import workers to meet that demand or employ those among us who are not getting full access to the workplace. Based on our success in reversing out-migration, it seems the only plausible response is the second – to capitalize on the under-utilized labour pool that's already here."
>
> *(Source: Saskatchewan Business, "Paul Martin: Boom Or Bust For Provincial Workforce, " March/April 2000.)*

2.6.4. Oil and Gas Industry

The total number of wells drilled in Saskatchewan from January to the end of December 1999 was 2,403 – a 43 per cent increase over 1998. A new record was set for the number of natural gas wells drilled.

Interest in this industry remains high for the start of 2000 as indicated by $10.4 million in Crown land sales for December.

(Source: Saskatchewan Business, "Economy Growing and Diversifying, " March/April 2000.)

2.6.5. Mining

Global production of uranium fell last year to its lowest level since 1966, including a 25 per cent drop in Saskatchewan, home to all of Canada's active uranium mines.

Uranium companies have been enduring a market of low demand and low prices for several years. Production has fallen off as mining companies attempt to match overhead costs to returns, and some drop out of the market altogether.

While the depressed price is not good for any uranium producer, the overall production drop is a positive development for Saskatchewan uranium since it is considered a low-cost producer among higher priced producers that have already dropped out.

(Source: The Leader-Post, "Uranium Output Falls, " April 22, 2000.)

Potash Corporation of Saskatchewan (PCS) has reported a $412 million net loss in 1999 – after eight consecutive profitable years. During 1999 there was a lower North America demand for fertilizer and excess product supply. PCS responded to market conditions by shutting down four of its phosphate and nitrogen plants in the United States.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review, " February and March 2000.)

2.6.6. Agriculture

Saskatchewan farmers will plant their smallest wheat crop in 30 years, as low prices force producers to seek out other crops, Statistics Canada reports.

In its *Annual Survey of Seeding Intentions*, the agency said farmers getting ready to start seeding in this province are planning to sow more barley, durum and dry peas this year.

Data collected last month shows producers were planning to plant less canola, flax and wheat this spring.

(Source: The Leader-Post, "Farmers Drop Wheat, But Barley Popular, " April 22, 2000.)

For the average grain farmer in Saskatchewan the new federal-provincial onetime payment means about $5,000. The maximum payment will likely be in the $9,000 range. The farm-aid package comes after intense lobbying. Although the payment will not

make up the difference in freight costs, which have doubled since the end of subsidies of the Crow Benefit, it will help cash-poor operations with seeding requirements.

Unfortunately, along with the new international trade rules, high transportation and input prices, producers are also faced with difficult seeding decisions this spring. The price outlook is poor for most crops this year in Saskatchewan and producers must decide whether to plant genetically modified varieties given the concern about market acceptance of biotech crops.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review, " February and March 2000.)

2.6.7. Information Technology

A Saskatoon-based subsidiary of Clifton Associates of Regina has been awarded a $1.5 million contract from the World Bank to develop an environmental information management system for Bogota, Columbia.

Envista Technologies, headquartered at Innovation Place in Saskatoon, beat companies from Europe and the U.S. to win the World Bank contract – the first of its kind to be awarded by the Washington-based development bank.

"One of the reasons we worked very hard to achieve success in Bogota is that it's important to be first, " said Wayne Clifton, president of the Regina-based engineering consulting firm.

In Latin America alone, there are an estimated 400 cities that could use Envista's technology, which allows authorities to manage and monitor environmental data operations, even from remote locations or through the Internet.

(Source: The Leader-Post, "Sask. Firm Gets World Bank Work, " April 12, 2000.)

2.6.8. Film Industry

The federal and Saskatchewan governments announced Friday they are putting up money to ease the pains of the province's sprouting film industry.

Film crews are expected to be busier than ever shooting projects this summer in the province, which followed other Canadian provinces a couple of years ago by offering a lucrative labour tax credit for companies in the industry.

But with the industry showing signs of finding its legs, an early weakness is a shortage of qualified people to fill jobs already available in the business.

Ralph Goodale, Saskatchewan's lone federal cabinet minister, said the industry now employs 700 people in a range of skills and there are hopes of pushing the job count to 2,000 over the next four years.

The value of the film production activity in Saskatchewan doubled in 1998 to more than $54 million, up from $27 million in 1997 when there was no credit.

(Source: The Leader-Post, "Sask. Film Industry Gets Assistance, " March 27, 2000.)

2.6.9. Education

The Saskatchewan Teacher's Federation (STF) representing 11,000 teachers in both separate and public school divisions anticipates a teacher shortage in the province as several factors influence the number of people in the profession. A decreasing supply of teachers is the result of one out of every five teachers graduating from universities in Saskatchewan, but who never teach in the province. Of those who stay, 30 per cent leave the profession by the end of their fifth year of employment. The number of graduates from the University of Saskatchewan has also dropped and within the next few years may not be sufficient to meet provincial demand. Another factor is the higher salaries paid to teachers from neighbouring provinces.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review, " February and March 2000.)

2.6.10. Finance

The Bank of Montreal's branches in Kindersley, Humboldt, Rosthern and Hague are four of 17 Saskatchewan's branches purchased by Credit Union Central. Along with the accounts transferred to the District Credit Unions, job offers will also occur for fourteen employees currently working at the banks. The transfers are scheduled to take place between March 31 and May 20, 2000.

The federal government has approved the Toronto Dominion Bank's $8 billion takeover of Canada Trust creating Canada's third largest bank. About 275 of the combined 1,335 branches will be closed. Positions in branches will account for a third of the estimated 4,900 job losses over the next three years, including 2,000 through turnover. The remaining jobs will come from the companies' head office operations. Canada Trust's roster of 431 retail locations includes seven in Saskatchewan (two in Saskatoon, four in Regina, and one in Moose Jaw) accounting for 77 positions.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review, "February and March 2000.)

2.6.11. Health

The spread of HIV – the AIDS virus – is claiming the lives of people of all ages in the aboriginal community in increasing numbers, delegates attending a national aboriginal forum on AIDS/HIV in Regina were told Wednesday.

"The infection level within the aboriginal population essentially has the potential of reaching pandemic proportions. There is some urgency in creating a dialogue on prevention and awareness strategies, as well as discussing issues relating to care, treatment and support of people infected with HIV-AIDS, " said forum co-chair Allan Deleary, Assembly of First Nations.

Research has shown that aboriginal people are infected at a younger age than non-aboriginal people, that injection drug use is an important mode of transmission and that the HIV epidemic among aboriginal people shows no sign of abating.

(Source: The Leader-Post, "HIV High In Aboriginals, " March 16, 2000.)

According to the Saskatchewan Pharmaceutical Association, a national shortage of pharmacists threatens to reduce the already tight supply of these professionals in Saskatchewan. This shortage is in spite of the University of Saskatchewan graduating almost twice as many pharmacists as can be absorbed by the province. However, not even half of the college's graduates stay in the province, but are increasingly recruited to other jurisdictions.

Another national occupational shortage in the health field has been identified. According to the Canadian Association of Radiation Oncologists, there is a shortage of radiation technologists at the Saskatoon Cancer Centre resulting in unprecedented waiting time for emergency radiation therapy.

Saskatoon's District Health, like other jurisdictions across Canada, is facing a severe shortage of health professionals. The District employs 2500 full-time, part-time and casual registered nurses. The local health district has in place staff recruitment and retention programs for nurses and other health care professionals. One initiative continues to be advertising for vacant positions locally, provincially and nationally, through newspapers, Canadian nursing journals, aboriginal publications and the Internet.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review," February and March 2000.)

2.6.12. Construction

According to Canada Mortgage and Housing Corporation (CMHC) Saskatchewan will continue to see 3,000 housing starts during 2000 and 2001. More houses could be built in the province, especially in Saskatoon, if enough skilled trades-workers could be found. Demand for single-family homes continues in mid-central Saskatchewan including Saskatoon and Prince Albert because of job growth in mining, forestry and manufacturing.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review, " February and March 2000.)

2.6.13. Transportation

Two historic railways, Canadian National Railway (CNR) and U.S. Burlington Northern Santa Fe (BNSF) have announced their plans to merge. The merger will create the largest railway in North America with 67,000 employees and revenues of $18.5 billion. The merger will take nearly two years to consummate because of regulatory hurdles. Significant job losses are not expected. Industry analysts in agriculture, potash and other experts agree it's too early to speculate on the effects of the merger.

(Source: Human Resources Development Canada, "Saskatoon Area Labour Market Review, " February and March, 2000.)

2.6.14. Justice

If approved this month by band members, the Beardy's Okemasis Reserve near Duck Lake will be the site of a new $6.8 million aboriginal healing lodge for federal prisoners.

(Source: Human Resources Development Canada, "Prince Albert Area Labour Market Review," March 8, 2000.)

3.0 SUMMARIES OF RELEVANT STUDIES AND REPORTS

3.1. Summaries of Sector Partnership Reports

The motto of the JobStart/Future Skills Program is "Getting Saskatchewan Working." The purpose of this program is to link training to employment. It is a program offered in partnership with Saskatchewan businesses, industry associations, individuals, public training institutions and other training deliverers.

One initiative of JobStart/Future Skills is the *Sector Partnership Program* whose purpose is to plan and develop human resource strategies to address industry skill shortages. Sector Partnership provides financial assistance to industry sectors that are important to the province's ability to compete in external markets. Funding is provided to implement partnerships with trainers and communities for human resource planning and development of training approaches to meet industry skilled employment needs.

Specific objectives of the Sector Partnerships include the following:

- To assist industry sectors to identify current and future skilled employment needs and strategies to address those needs
- To develop effective partnerships in human resource planning and skills training
- To develop effective partnerships between the private sector, trainers and communities in Saskatchewan
- To improve the effectiveness of the training system
- To foster a continuous learning culture in Saskatchewan
- To contribute to Saskatchewan's labour market and career information services

The following section of the RETNA report contains a summary of the completed Sector Partnership Reports. It should be noted that there may be information that each report has been summarized to include information that will be useful for program planning purposes. Summaries of the following sectors are included:

1) Apparel and Textile Manufacturing
2) Aviation
3) Cultural
4) Saskatchewan Export Manufacturing
5) Film and Video Industry
6) Fire/Rescue Service
7) Floriculture
8) Forestry
9) Prairie Implement Manufacturer's Association
10) Sound Recording
11) Tourism
12) Trucking

3.1.1. Apparel and Textile Manufacturing

The apparel and textile manufacturers sector (ATAS) represents the apparel, textile and craft industries throughout the province including products of Aboriginal design and origin. Specifically, the *apparel industry* (58% of ATAS companies) is defined as those companies that manufacture or add value to apparel products and accessories. The *textile industry* (44% of ATAS companies) in Saskatchewan is focused on manufacturers of textile products such as bedding products, canvas products and embroidery and silk etc. Sectors of the *craft industry* (30% of ATAS companies) include those manufacturers that utilize fabrics, furs, and leathers of yarn goods.

Workforce Profile

This sector employs an estimated 1,700 people in 400 manufacturing companies. Only twenty-six companies have more than ten employees; however, approximately 800 people are employed in these 26 companies. Company locations are split equally between rural and urban.

Trends Related to Training Needs that Affect Companies

- During the past five years, the sector has experienced a high growth rate (76%) that is predicted to continue in the future, with a goal of reaching $300 M in sales by the year 2017.
- Among companies with employees, 35% are concerned with meeting their staffing requirements of skilled labourers over the next three years. The reason for this concern is the predicted growth in employment requirements.
- The largest differences in skills-upgrading needs are by company size. In companies with one to twenty employees, designing, sewing and pattern making are the top skills upgrading areas for current employees. However, in companies with more the 20 employees, designing, floor supervision, and equipment repair and maintenance are the top areas.

Demand Occupations

- Growth area in employment will be sewing. The study (Trimension, 1998) predicted that a total of 71 new sewers will be hired in the next five years.

New Training Needs

A. Technical Training Needs

Technical Training Needs	New Employees	Current Employees	# of Companies Requiring Training for Current Employees
Designing	✓	✓	52
Pattern Making	✓	✓	44
Sewing	✓	✓	37
Cutting	✓	✓	21
Equipment Repair and Maintenance		✓	13
Floor Supervision		✓	13

B. Non-Technical Training is Required in the Following Areas:

Non-Technical Training Needs	New Employees	Current Employees	Number of Companies Requiring Training
Marketing	✓	✓	74
Sales	✓	✓	74
Market Development	✓	✓	74
Advertising	✓	✓	74
Product Development		✓	74
General Management/ Business Skills		✓	39
Human Resource Management		✓	21
Finance		✓	28
Production and Operations Management			18

Training Issues

- Almost half (46%) of the respondents in the sector study (Trimension, 1998) were not aware of existing training programs for this sector.
- Training done by consultants is the preferred method for non-technical skill areas such as market development, sales strategies, and advertising). Need for training by consultants is greater in companies with 20 or more employees.
- The best methods of providing technical training include 1) workplace training, 2) combination of classroom and workplace training and 3) job coaching/mentoring.
- Most respondents (50%) preferred workshop format training of 1 - 3 days.

- Fifty percent of the companies surveyed, indicated they would participate in industry specific training programs (respondents from the apparel businesses were more inclined to agree).
- Forty-two percent of the companies said they would pay a higher salary for formally trained employees.

Implications for SIAST

The Phase 1 study (Trimension, 1998) was followed by a second study (Trimension, 1998). The purpose of the Phase 2 study was to identify the availability of specific curriculum for the technical and non-technical training needs identified in Phase 1.

SIAST did not have any technical training programs for this sector; therefore, SIAST's role appears to be primarily in the area of training certification. ATAS obtained a competency-based modularized training system from the Manitoba Fashion Institute for the Sewing Machine Operators course. This program has been offered in Saskatoon and Regina, although formal certification is not as yet available.

3.1.2. Aviation

Workforce Profile

In Saskatchewan alone the industry is predicting a 20% increase in the number of pilots and a 17% increase in the number of flying instructors in the next five years. Industry estimates put the required number of new Aircraft Maintenance Engineer per year at 35. Compounding these predictions of provincial growth are the aging pilot and AME populations and the demands that international growth will place on the Saskatchewan workforce.

Only 3% of the province Pilots and Aircraft Maintenance Engineers are of Aboriginal ancestry, 1% less than the provincial employed labour force and a situation the industry wants to address.

Trends Related to Training Needs that Affect Companies

The most pressing human resource and training needs were in the pilot and Aircraft Maintenance Engineer occupations. Pilots and Aircraft Maintenance Engineers are the largest occupations in the industry and face the greatest challenges and demands.

Transport Canada regulations governing pilot training are in the process of substantial change; ground school hour requirements are increasing from 40 to 400 and this will effectively eliminate commercial pilot training in this province unless action is taken. Currently, Aircraft Maintenance Engineer training is only available out of province. Saskatchewan residents have to travel to Alberta, British Colombia or across the country to receive this training.

Skill Deficiencies in Current Employees

The shortage of trained and experienced pilots and flying instructors is the biggest problem employers' face when recruiting. Saskatchewan employers are looking for pilots with a strong work ethic and proper training.

Typically companies are looking for a good work ethic, common sense, people and communications skills as well as some level of aviation experience in an entry-level pilot. There are a variety of skills employers said entry-level pilots are lacking, including math, communication, business skills and aviation experience.

While employers are looking for some level of knowledge and experience among entry-level Aircraft Maintenance Engineers, they also require problem solving, learning skills, a good attitude and a work ethic. As well entry-level apprentices typically lack the ability to apply mechanical knowledge. Communication skills and the ability to work with others may also be skills that are lacking.

Demand Occupations

The highest demand in the Aviation Sector is for pilots, flight instructors and for Aircraft Maintenance Engineers.

New Training Needs

- Current regulations require pilots to undergo 40 hours of ground- school training. The new regulations will require 400 ground- school hours. For now, schools in Saskatchewan can train to meet current requirements, however, they do not have the capacity to expand to meet future requirements.
- The career progression of commercial pilots in Saskatchewan is being impeded by the lack of diploma level training.
- The rigorous flight training required and the 400-hour ground- school requirement approximates a college-level diploma program for pilots.
- Currently there is no training available in Saskatchewan for Aircraft Maintenance Engineers. Aspects of such a training program are needed.

Implications for SIAST

- Maintain and/or build partnerships with Saskatchewan Aviation Sector as well as private industry.
- The Saskatchewan Aviation Sector Partnership recommends that AME and commercial pilot training be offered in Saskatchewan and that industry and SIAST partner to develop and deliver this training.
- For example, through a partnership arrangement a pilot training program could be developed in which aviation subjects are offered by SAC (Saskatchewan Aviation Council) approved private training providers while academic related subjects such as math, physics, communications, cultural awareness, survival, electronics, computers, etc. are offered by SIAST campuses toward joint SAC/SIAST certificate.

- SIAST would have to assess the costs of delivering such a program in partnership with industry and aviation training providers.
- In the Aircraft Maintenance Engineers section it is suggested that SIAST:
  - explore purchasing and delivering appropriate CAMC courses (these courses include Non-Destructive Testing, Aviation Welding, and Aviation Electrical/Electronics);
  - evaluate and cost-out the establishment of an in-province AME training program; and
  - commence development of an AME training program.

3.1.3. Cultural

The cultural labour force has been touted as a model for Canada's future workforce. The sector contributes to some of the most vital economic sectors in the world such as broadcasting, tourism, industrial design, computer graphics, renovation and construction and in new product areas such as the multimedia market and expansion of the "information highway." The hundreds of occupations in this sector are categorized into the subsectors of: Music and Sound Recording; Visual Arts and Crafts; Literary Arts and Publishing; Audio-Visual and Live Performing Arts; Heritage; and Multiculturalism.

Workforce Profile

This sector includes several thousands of occupations, large and small, not for profit and for profit. The cultural labour force is highly educated, diversified, skilled, motivated and entrepreneurial.

Trends Related to Training Needs Affecting the Cultural Sector

- First Nations and Metis cultural training is a specific focus of this sector.
- Training standards need to be developed to increase the recognition of cultural credentials.

Skill Deficiencies in Current Employees

- Need for skill development in information technologies, cross-cultural training, communication skills, and training in the acquisition of funding.

New Training Needs

1) Fine Arts and Crafts
2) Preservation of cultural heritage
3) Cultural management including technology and multicultural and cross-cultural awareness.

Training Issues

- Government support is needed to develop and deliver training programs to address the needs identified in the study. Funding is a major issue in this sector, and often overshadows training needs.
- The lack of training opportunities are because of insufficient funding to develop courses and are an on-going barrier to professional development.
- Many artists are self-employed and often lack financial means to pursue training.
- There is also a lack of trainers.
- Prior to the Sector Partnership Study, individuals and cultural organizations in Saskatchewan were experiencing difficulties determining the availability of culturally related training opportunities. (Since that time, a comprehensive database of training opportunities has been developed through the sector partnership.)
- Challenges for the cultural sector include a) responding to the unique needs of women, Aboriginal groups and rural communities, b) the call for greater support in relation to training in cultural management and c) the use of new technologies.
- Training needs range from very specialized training from university departments to generalized training in business and computer skills.
- The need to use diverse and creative means for delivering training and developing programs in this sector is an issue. "On-site" training is a need.

Implications for SIAST

- A long-term goal of the Sector Partnership is to promote partnerships within the cultural sector in the development of training initiatives.
- The Cultural Human Resources Council has made the commitment to:
  - Ensure that funding is available to cultural organizations, ***training institutions***, and individuals to deliver and support cultural human resource development, including ***training programs*** to meet the needs identified in this study.
  - Facilitate partnerships between non-profit cultural organizations and ***training institutions*** to maximize and enhance program development.
  - Work in partnership ***with training institutions*** to develop programs in areas that affect the cultural sector as a whole, such as cultural management training, new technology and other needed training programs.
  - Solve problems of inaccessibility through supporting program development, particularly in northern and rural areas, by facilitating partnership with ***post-secondary institutions*** to develop cultural training programs.

3.1.4. Saskatchewan Export Manufacturing

Trends Related to Training Needs Affecting Companies

- It is often difficult to recruit technically skilled and experience workers.
- Employment levels are expected to remain constant over the next 5 years.

Skill Deficiencies in Current Employees

Occupations in greatest need of training	Skills Needed							
	'People Skills'	Computer Skills	Customer Relations	Updating due to Technical Changes	Sales	Export Techniques	Skill Updating, Techniques	Company Policy and Procedures
Supervisors	X	X	X					
Information Systems	X		X					
Sales and Marketing					X	X		
Engineers	X		X	X				
Welders							X	X

Demand Occupations

- Labourers in processing, manufacturing and utilities
- Machining
- Metalworking
- Woodworking and related machine operations
- Supervisors
- Marketing and sales
- Clerical staff
- Metal forming
- Printing press operators
- Data processors
- Accountants and accounting clerks
- Welders

New Training Needs

Occupations that will see major changes over the next five years	Skills Needed				
	Management Skills	Emerging Computer Software and Technology	CAD Operations	Technological Changes	Sales and Marketing Strategies in a Dynamic Environment
Supervisors	X				
Information Systems		X			
Engineers			X		
Sales and Marketing				X	X

Training Issues

- Barriers to training include: lack of time, location – attracting skilled workers to rural locations, and the costs associated with training.
- It can be difficult to retain experienced workers as they often move on to another location for higher benefits, or because of the seasonal nature of employment.
- The most pressing issues are lack of qualified workers, wages, and lack of exporting knowledge.
- It can be difficult to locate local, relevant and affordable training.

Implications for SIAST

- Following the Sector Partnership Study, a database of training providers and relevant courses was compiled.
- Train-the-Trainer programs have already been piloted as a way to address the specific needs of the industry. This is a recommended method of developing in-house training capacities. (Recommended by the Steering Committee)
- An industry association has been recommended. SIAST participation on the association may be valuable.

3.1.5. Film and Video Industry

- The Film and Video Industry, the fastest growing sector of Saskatchewan's cultural industries, grew by 1000% between 1992 and1998.
- Production activity reached $54 million in 1998 and is expected to reach $90 million in 2000. In large, part of this is due to the Saskatchewan Film Employment Tax Credit introduced January 1998.
- An increase of 246 new jobs is expected this year.

- This is a labour-intensive industry. In 1998, the equivalent of 700 full-time jobs was provided by the industry. Wages and benefits typically represent between 45% to 60% of production budgets.
- There are over 50 production and production service companies in Saskatchewan.
- Demand for motion picture products is expected to continue to accelerate.

Workforce Profile

- While limited demographic information is available, the Saskatchewan Motion Picture Association (SMPIA) is making an effort to ensure that the workforce is representative of the diversity of Saskatchewan people. At present, women and First Nations are under-represented.

Trends Related to Training Needs Affecting Companies

- This has been a rapidly growing industry where human resources are a key component. Meeting the increased demand for trained individuals is a critical factor for the industry.
- Future Skills has provided some entry level training of workers.
- The sector, which is in its infancy, will be maturing and training will need to reflect that dynamic.
- Rapid growth has created the situation where workers advance rapidly with little or no time to learn and with limited understanding of the bigger picture.
- Mentoring is believed to be a desirable training tool.

Skill Deficiencies in Current Employees

- Time and stress management
- Entrepreneurial skills – including writing reports and making business cases; production accounting and budgeting; bookkeeping; taxes; understanding unions and guilds; project management; negotiations
- Leadership, teamwork and interpersonal skills – including legal rights and responsibilities of employees and employers; creating a safe, comfortable work environment
- Being part of a larger whole – understanding the overall process of creating a project and how each role contributes to the product; a good working knowledge of the various departments and how they fit in the overall picture
- Theatrical training
- Technical skills

New Training Needs

- Multimedia programmers
- Video After Affects creators
- 3D Animators

Training Issues

- An estimated 364 people need training:
  - Of those, 194 need entry-level training, and
  - 168 are experienced people who need training to advance to a higher position.
- No need for Basic HTML Authors or Desktop Publishers.
- No need for generalists – but there is a need for specialists.
- The greatest training demand is for upgrading skill levels of existing people.

Implications for SIAST

There are training opportunities for SIAST's Audiovisual Technician and New Media programs as skills that are identified are delivered within those programs. SMPIA has done extensive research in the area of training needs so working with SMPIA would be the most expedient way to approach any training in the area.

3.1.6. Fire/Rescue Service

The Fire/Rescue Service sector is a complex network of federal, provincial, municipal, industrial, and First Nations agencies. The sector provides public safety, fire protection and rescue services. The sector also provides protection and suppression services within many workplaces in the province in the form of fire or rescue crews. Workers may be professionals or volunteers, depending on location. The Industry is closely regulated by government, external agencies and professional associations that guide professional development.

There are five sub sectors:

- Office of the Fire Commissioner
- Fire Departments
- First Nations and Indian and Northern Affairs Canada
- Saskatchewan Environment and Resource Management (SERM)
- General Industry

A linkage of the various agencies occurs through the Office of the Fire Commissioner (OFC). The OFC is governed by the Fire Prevention Act, which in conjunction with other legislation, provides for revenue through taxes and levies. There are a number of Professional Organizations such as the:

- Saskatchewan Association of Fire Chiefs;
- Saskatchewan Volunteer Firefighters Association; and
- Saskatchewan Professional Firefighters Association.

Workforce Profiles

3.1.6.1. Firefighters

In 1991 the age distribution of firefighters was:

- 7% younger than 25 years
- 61% 25 to 44 years
- 31% 45 to 64 years
- 1% 65 years or older

In 1995:

- There were 880 paid full-time and part-time firefighters.
- Their average income was $38,576.
- The average income for full-time firefighters was $44,437.

In 1996:

- 65% of firefighters worked in the Census Metropolitan Areas (CMA) of Regina or Saskatoon. (The CMA includes the city and surrounding area.)
- 90% were male.
- 99% worked in the public sector.

3.1.6.2. OFC (Office of the Fire Commissioner)

In 1999, there were 13 full-time and one part-time staff members. There are three primary areas of responsibility: Regional Services; Technical Services; and Training and Education Programs.

3.1.6.3. SERM (Saskatchewan Environment and Resource Management)

This workforce is largely seasonal. In 1995, there were:

- 45 full-time employees;
- 421 seasonal employees (equivalent to 165 full time positions); and
- 3100 emergency firefighters, mostly northern residents.

3.1.6.4. First Nations

The role of First Nations is increasing in the workforce. Since 1995, an agreement between SERM and First Nations has provided guidelines for provision of fire fighting services by First Nations groups. In 1998 there were 177 employees working under this agreement.

3.1.6.5. Mining

Mining companies have approximately 500 trained emergency response people. These responders are employed in other capacities in the mines but volunteer to serve on emergency response teams.

Trends Related to Training Needs Affecting Companies

- At present, education and training providers for the sector are located both inside and outside the province. Pre-employment training is not provided in the province, although attempts have been made.
- Entry level prerequisites vary from employer to employer. To gain employment, firefighters require completion of secondary school and must meet standards of physical agility, strength, fitness and vision. In some instances, they may also require completion of a college program in fire protection technology or a related field. Once employed, individuals usually receive in-house recruitment training. The role of unions is significant, as training is perceived to be a collective agreement issue.
- There is no provincial mechanism to coordinate the delivery and certification of firefighter education and training across this diverse sector.
- Generally, education and training has a high priority within departmental budgets. In 1998, SERM's training budget was in excess of $300,000. At the same time, over $950,000 was spent on education and training of full-time, paid firefighters. In addition to these numbers, training also occurs for volunteer firefighters. Beyond that, are the industrial sub-sectors' budgets for education and training of fire fighting/prevention and budgets for training for First Nations agencies.
- There is a growing need for certified, standardized entry-level training.

New Training Needs

- Dealing with technological change, as it occurs, will be an ongoing need.
- Fire suppression techniques – where new chemicals, construction materials, building designs, motor vehicle designs, and materials are being used – is a constant learning need.

Training Issues

- Firefighters need access to scheduled, systematic, quality training on a regional basis in order to ensure personnel are prepared for future demands.
- There is a need for a training program that leads to certification of industrial firefighters.
- There is a need for training on the development of organizational and community leadership for First Nations fire services.
- There is a need for standardized training across the province.
- The most critical issue is the absence of a central coordinating body means that training initiatives are fragmented.

Issues for SIAST

The following are recommendations taken from "Saskatchewan's Fire/Rescue Sector: Identification of Human Resource Development Requirements in the 21st Century" (May 1999). If realized, the impact on SIAST will be significant.

- A Saskatchewan-based education and training agency be established to serve the needs of the province's fire/rescue sector.
- SIAST be designated as the agency's coordinating body for the purposes of identifying potential in- and out-of-province delivery and regulatory partners, and for convening initial meetings to establish partnership agreements. It is further recommended that SIAST coordinate the long-term delivery of programs and services, maintain records of training activities across the sector, and work with accrediting and certifying agencies to ensure that programs meet sector requirements.
- To provide an initial period of stability and an opportunity for SIAST to establish a sustaining agency, an initial 5-year operating grant of $250,000 per year be provided to SIAST from the levy on taxes collected under the provincial *Fire Insurance Act* (1992). As the agency should be established and be at or near self -sufficiency at the end of five years, any continuance of this funding beyond that period would be open to negotiation between the province and the agency's board of directors.

3.1.7. Floriculture Sector Partnership

Workforce Profile

Saskatchewan floriculture businesses are primarily composed of full-service retail florist shops. There is an even split of small and large businesses. Eighty-seven percent of businesses employ ten or fewer persons, including owners and/or managers. Although the major occupation is floral designer, because of the small number of employees, additional responsibilities include small business ownership/management skills, design and sales. More the half (54%) of permanent employees are between the ages of 25-44 years. The workforce is primarily female (88%) and high turnover of employees is not considered to be a problem.

Trends Related to Training Needs that Affect Companies

- Businesses contacted during the Trimension study (2000) projected that there would be a 9% increase in the number of floral designers needed in the next five years.
- There are immediate openings for qualified floral designers, however recruiting employees is a problem because there is:
  - a shortage of trained labour,
  - a shortage of experienced labour,
  - a lack of training programs, and
  - a relatively low-paying occupation.

Demand Occupational Needs

- Design training, specifically floral design
- Flower/plant care
- Handling and identification
- Sales skills
- People skills/customer service
- There is also a need for upgrading and refresher training in new designs, techniques and specialization.

New Training Needs

- Most businesses will require training on computers and on the Internet in the next five years.

Training Issues

- Formal entry-level training in floriculture is currently not available in Saskatchewan.
- The demand is for a combination of external and in-house training (most retail shops provide on-the-job training for employees).
- Seventy-five percent of seasonal employees have no formal training.

Implications for SIAST

- The Saskatchewan Floriculture Sector Partnership recommended that the industry and SIAST partner to develop and deliver training to meet the needs of this sector.

3.1.8. Forestry

- In April 1999, the provincial government announced a major expansion in the Forestry Industry. The expansion is predicted to create 10,000 direct and indirect jobs over the next decade, doubling the size of the industry.
- The greatest impact of expansion will be felt in central and northern Saskatchewan.
- In the next 3-5 years, an estimated 3000 to 3500 directly related jobs will be created.
- Partnerships between industry, First Nations, northern communities and government will be a key feature of the expansion.
- Effective April 1999, the Forest Resource Management Act provides new guidelines for the sector. These guidelines include:
  - increased Aboriginal and northern participation in the development and management of the forestry sector;
  - a sustainable forest management;

- better use of wood supply; and
- more responsibility for forest use, planning and environmental concerns.

Workforce Profile

- The three largest occupations in the Forestry Sector are trades persons, labourers, and truck drivers.
- Employees are younger than the provincial averages for employed labour. Nearly two-thirds of the workforce is between the ages of 15 and 34.
- Education levels are also below the provincial average. 14% of employees have less than a Grade 9 education compared to 9% provincially.
- First Nations peoples are highly represented in the workforce. Over 36% of the workforce are Aboriginal compared to a provincial rate of less than 5%.
- Recruitment and retention of qualified employees can be difficult because of a lack of experienced personnel, poor climate conditions, and seasonal employment. Retention of employees is most difficult for truck drivers, millwrights, and labourers. However, the workforce has a relatively low turnover.

Trends Related to Training Needs Affecting Companies

- Over 70% of the employers provide in-house training for workers. However, there is a lack of an organized training system.
- This training is done informally, on an as-needed basis for specific tasks.
- Employers do not generally view this as training.
- Employers do not view training to be as important as a sustainable lumber supply.
- Employees tend to see little value in training and, therefore, lack motivation.
- A database of training providers has been established.

Skill Deficiencies in Current Employees

- Conventional harvesting equipment operators
- Administrators
- Mechanical harvesting equipment operators
- Safety training

Demand Occupations

- Occupations predicted to experience the most growth in the next five years include:
  - Forestry technicians, technologists, and professionals
  - Harvesting equipment operators
  - Mill equipment operators

New Training Needs

- Administrators are predicted to be the common occupation requiring future training. Others include:
  - Mechanical harvesting equipment operators
  - Mill equipment operators
  - Labourers
  - Forestry managers (technicians, technologists, and professional foresters)
- In the first 3 - 5 years, expansion is predicted to create employment in four areas:
  1. Skilled vocational
     - 30-35% in sawmills, fingerjointer plants, and oriented strand board mills
     - 35-40% associated with harvesting, hauling, and reforestation
     - Technical and professional
     - 10-15% associated with forest management activities
  2. Trades
     - 5% in apprenticeship trades
  3. Administration
     - 10% in management and administration

Training Issues

- Barriers to training include: lack of money, lack of facilities and equipment, lack of time, and the cost of training new personnel in terms of training costs and in lost productivity.
- To reduce costs, training needs to be available closer to the work sites.
- Cultural sensitivity is an important element of training.
- Literacy levels of workers are low.
- There is/will be need for pre-employment training as well as skills updating.

Implications for SIAST

- Train-the-Trainer opportunities
- Literacy and life skills training
- Safety training will have limited impact on SIAST since the Saskatchewan Forest Industries Safety Association Inc. provides this type of training
- Changes are underway in the Integrated Resource Management program (Diploma)
- The need for forestry equipment operators fits with the Heavy Equipment Operator program

- The increased demand for apprenticeship training (heavy-duty mechanic, millwright, sawfiler, and electrician) will be part of SIAST's mandate
- A natural fit with the Vocational Forestry program for much of the training
- Partnership opportunities with First Nations agencies and regional colleges
- SIAST, as part of the Meadow Lake Consortium, has been involved in the development of a training matrix – a progressive model that moves from entry level training to supervisory training
- The Forestry Sector Partnership Steering Committee has recommended that "*SIAST in conjunction with the province's universities develop a diploma level forest technician program which can ultimately lead to a Saskatchewan based degree and/or diploma program*"
- The Forestry Sector Partnership Steering Committee has recommended that mechanisms be established to facilitate the use of Prior Learning Assessment Recognition (PLAR)
- Alternate assessment methods need to be used for SIAST-delivered training since English is a second language for a significant number of workers

3.1.9. Prairie Implement Manufacturer's Association

The Prairie Implement Manufacturer's Association (PIMA) is the association representing the agricultural equipment manufacturing industry in Saskatchewan and Western Canada. In Saskatchewan, the industry includes approximately 100 manufacturers with $600 million annual sales and 6,000 employees. In spite of the decreased employment in low production levels in 1997 and 1998, companies are anticipating growth for next year.

The most common business areas were tillage and seeding (24.3%), storage (19.5%), grain handling (17.1%), sprayers and application (14.6%), and truck boxes, trailers, transports, and accessories (2.2%). Peak production time for many of the companies is spring. One-third (37%) of the companies are located in urban communities.

Workforce Profile

Almost two-thirds of the workforce are between the ages of 16 and 34. In general, the workforce in the agricultural implement manufacturing industry is quite young compared to provincial averages. Sixteen percent of workers have post-secondary certificate or diploma compared to a provincial average of 5%. In general, this industry has above average levels of education.

Trends Related to Training Needs Affecting Companies

- ***Computer technology*** changes. As more and more new technological devices become commonplace in the shops, incorporation of workplace training on this equipment will be required.
- ***Specific workplace training*** unique to individual companies will become even more prevalent than it is today.

- ***Accessibility*** of training is an issue due to rural location of business. This creates a need for ***on-the-job training.***
- ***Specialized skills*** are requirements needed to operate the new computer-controlled equipment.
- Need for ***cultural diversity training*** for current employees and the need to prepare the workplace for Aboriginal employees will become greater as the profile of Saskatchewan's workforce changes.

Skill Deficiencies in Current Employees

- Job-specific skills
- Safety
- computers

Demand Occupations

- Welders (MIG)
- Laborers
- Sales
- Bookkeepers
- Machine operators
- Painters
- Front-line supervisors
- Accountants

New Training Needs

- There is currently no generic training program in **Industrial Paint Application**. The current training is vendor specific and not developed into modules. The content needs to be developed into modules and/or purchased.
- In addition, the needs assessment pointed out the need for a more generic off-the-shelf training program with courses developed in **Powder Coating** and **Rotational Molder**.
- Courses currently available through other related industry associations should be investigated and offered by PIMA, such as the ***training program and performance assessment plan*** developed by the Association of Rotational Molders.
- There is a need for training in **computers/robotics.**

Training Issues

On-site company specific training is by far the most common approach companies take when it comes to employee skills development.

- Many employers are ***not aware of available training programs and funding*** sources. PIMA needs to prepare a ***database*** of available training.
- Timing of training is an issue, particularly courses offered in the springtime.
- PIMA needs to complete ***detailed job analyses*** for the various occupations in industry to support their hiring practices.

- PIMA and the industry want ***SIAST certification*** for their training program.
- Younger and new employees may be lacking ***employability skills***. Companies cited poor employability skills as one reason for ***retention problems***.

Implications for SIAST

- There is no formal training program in industrial paint application. PIMA requests that courses for this program be developed in a modularized format .
- Train-the-Trainer workshops will be required to train supervisors in providing on-the-job training. PIMA should partner with SIAST to investigate and consider options for offering Train-the-Trainer to companies providing their own internal training.
- In-house training requires that SIAST purchase up-to-date equipment and hire instructors with relevant industry experience.
- More effective communication is required to ensure that equipment manufacturers are aware of training available through SIAST. SIAST should keep the PIMA database current.
- There is an opportunity for SIAST to work with PIMA to develop programs for industry using occupational and task analysis procedures.
- SIAST should work with PIMA and the industry to identify processes for certification of industry training programs.
- SIAST should ensure life skills or employability skill components are included in technical skills training.

3.1.10. Sound Recording

Close to 3000 people work in the Sound Recording Sector in Saskatchewan.

Workforce Profile

- Typical jobs include musicians, songwriters, sound engineers, managers, agents, publicists, lighting engineers, retail clerks, studio owners, radio DJs, producers, or concert promoters.
- A large number of workers are self-employed within these occupations.

Trends Related to Training Needs Affecting Companies

- There are few training opportunities within Saskatchewan.
- The industry is interested in forming partnerships with existing training institutions.
- The industry is not interested in having new curriculum developed if it exists in other jurisdictions, but is interested in using any available training materials or programs.
- The Saskatchewan Recording Industry Association (SRIA) has created the Canadian-Music-Training Database, a search-driven database of information on education and training programs across Canada. The association is attempting to find the resources necessary to maintain and update the database.

New Training Needs

- The SRIA has developed an outline of curriculum necessary for the industry.

Training Issues

- A large portion of the training need is for people currently working in the field. Consequently, the delivery of training needs to be flexible enough that it can be accessed during non-work hours such as evenings and weekends.
- Training should be modularized so that it can be delivered off-campus in remote areas.
- There is also demand for full-time programs for entry level workers.
- Funding is required to proceed with curriculum development.

Implications for SIAST

- The SRIA is very interested in partnering with SIAST and has recommended that the first new classes be delivered through SIAST.

3.1.11. Tourism

The tourism industry is currently the single largest industrial sector both in the world and in Saskatchewan, making the largest contribution to the economy in terms of both jobs and economic impact. There are eight traditionally recognized sectors of tourism (Food and Beverage Service, Accommodation, Travel Trade, Adventure Tourism and Recreation, Events and Conferences, Tourism Services, Attractions and Transportation). The sector partnership studies focused on identifying training needs in each of the eight sectors that could be met through seminars and short courses, rather than identifying training needs that could be met by post-secondary training institutions. Training needs in Aboriginal tourism were also identified. In 1990, the tourism industry of Saskatchewan, through a number of its member associations, joined together to create the Saskatchewan Tourism Education Council (STEC), a non-profit organization established to ensure professionalism and provide training to the tourism industry.

Workforce Profile

In Saskatchewan, tourism ranks fourth among all industrial sectors, employing about 42,000 full- and part-time workers and generating an estimated $1.4 billion in visitor expenditures. Characteristics of the tourism workforce:

- Workers are highly transient, some employers experiencing up to 300% turnover annually, often resulting in labour shortages.
- Workers in the industry do not regard tourism occupations as "careers."
- Employers have difficulty attracting and retaining qualified staff and management.
- The tourism industry is primarily an industry of owner-operated small businesses.

Trends Related to Training Needs Affecting Companies

- Training is not considered a high priority for many employers.
- Apprenticeship-style training is the preferred method of training delivery in this sector, as the majority of tourism-related occupations require on-the-job training.
- ***Key Skills for Employees (consistent across eight sub sectors)***
  - Positive attitudes
  - Customer Service skills
  - Communication/Interpersonal skills
  - Decision-Making/Problem Solving
  - Organization/Time-Management
  - Stress Management
- ***Key Skills for Managers/Supervisors/Operators***
  - Marketing
  - Financial Management/Accounting
  - Technology (Computers, Internet)

Demand Occupations

- The priority sectors of tourism for development are those that are least well developed and that have the most potential for growth and return on investment. STEC has identified Eco/Adventure Tourism, Agricultural Tourism and Aboriginal Tourism as the priorities for market development.
- Most of the demand occupations are in the Food and Beverage Service and Accommodations sub sectors of tourism.

New Training Needs

- Specialized training in archival collection, conservation and exhibition, historical research and writing, and interpretation (attractions sub sector)
- General training in administration and community development
- Facility management and development
- Volunteer management
- Fund raising
- Taxi host program (possibly short-term training)

Training Issues

- Resources (both time and money) are barriers to training in this sector.
- Key skills to be learned in the tourism industry are customer service and interpersonal skills, and an understanding of what the expectations are of a workplace.
- Employees need more effective workplace training. Supervisors must become familiar with employee's jobs and tasks and learn how to monitor and evaluate employee's performance and give feedback appropriately.
- Operators need to view training as a cost benefit, rather than an expense.
- Training programs need to be scheduled appropriately, located conveniently and offered at reasonable costs, given the low margins of owner-operated small business.

Implications for SIAST

- Workplace, Train-the-Trainer programs are needed. Although this course has been developed by STEC, there may be an opportunity for SIAST to include a similar course in programs that produce graduates to work in tourism-related employment (e.g. Hotel and Restaurant Administration).
- The study recommended that, 'Training programs should be developed and offered to both Aboriginal and non-Aboriginal employers of Aboriginal peoples that will sensitize them to the cultural traditions that have an impact on employment." SIAST could play a role in developing and delivering this training.
- Consider the Aboriginal cultural traditions, heritage and political history of First Nations and Metis students when providing training in the Tourism Sector.
- SIAST should explore alternative methods of training delivery to meet the needs of employees/employers of the Tourism Sector. Consider time, location, packaging, and on-the-job training or providing day care during training sessions.
- SIAST and STEC should deliver training under a partnership agreement to avoid duplication of services, and to ensure that tourism training is delivered in ways that best meet the needs of the industry.
- Training should also be done in partnerships to develop and maintain portability for training, including prior learning assessment and recognition and articulation of industry-based training with more formal education.
- The report recommended that a strategic planning committee be developed to ensure that the appropriate agency/organization is delivering training and that delivery is implemented in ways that meet the needs of the industry. Membership should include SIAST, STEC, regional colleges, Aboriginal training providers, universities and relevant tourism industry associations.
- There is a role for SIAST to offer leadership/supervisory-training programs to managers in all sub sectors of tourism. This training could be developed in the form of an Applied Certificate that could be given credit into SIAST Tourism program (e.g. Hotel and Restaurant Administration).

3.1.12. Trucking

The trucking sector is an important part of Saskatchewan's economy in terms of job creation, investment and trade. According to available data, there are approximately 920 trucking companies in the interprovincial trucking industry in Saskatchewan, which employ approximately 6,900 people.

The sector has two main components: the core businesses and the allied businesses. Core businesses form the main business activity in the sector and consist of a variety of transport carriers, owner-operators and leased operators. Allied trades provide supplies and services to the industry such as, truck equipment (selling and repair) and providing personnel to trucking companies.

Workforce Profile

The two largest job categories are drivers and mechanics. Seventy-one percent of mechanics and 76% of drivers are between 25 and 44 years of age. Their average yearly salaries are $38,896 for journeyperson mechanics and $30,000 to 40,000 annually for drivers. Equity participation of Aboriginal members and women is below the provincial average. Retention and recruitment problems are common. Drivers and Mechanics move between companies, sometimes looking for better working conditions. Many drivers do not like to be away for long hauls.

Trends Related to Training Needs that Affect Companies

- Changing technology (i.e. computerization and diagnosing, technology changes in trucks and engines)
- Need to keep current with regulations
- Need defensive driver training

Skill Deficiencies in Current Employees

- ***Mechanics*** (upgrading in new technology, improved work attitudes and employability skills and basic heavy-duty mechanics), ***drivers*** (skills upgrading and safety training) and ***managers*** (general management skills and human resource training) are most in need of training.
- ***Computer training*** for other staff, ***basic skills, employability*** skills, and ***sales*** training are also needed.

Demand Occupations

- ***Recruiting and retaining drivers and mechanics*** is largely due to the shortage of skilled and qualified personnel in these occupations. Companies surveyed expect a 30% increase in the number of mechanics they employ and a 26% increase in the number of drivers they employ in the next five years.

- ***Trainers*** will experience the largest job growth over the next five years. Projected increase in the next five years is ***350%***. Many companies will create ***full-time trainer*** positions.
- ***Parts personnel*** is a growing occupational role in this sector.
- ***Dispatchers, Managers, Office staff and Data processors*** are also demand occupations.

New Training Needs

- There is no ***Dispatcher Training*** program in Saskatchewan
- ***Electrical Technicians***
- Need for a ***Provincial Driver Training*** curriculum

Training Issues

The most pressing issue in this sector is in the area of driver training. Drivers need more and better training and more work experience.

- The cost of training is the second most pressing issue.
- The greatest barrier to providing training is a lack of time.
- Seventy-eight percent of the 73 companies interviewed, indicated they require further training for their mechanics. On-the-job training and continuous-skills upgrading were important methods of training.
- Fifty-nine percent of the 129 companies surveyed, who employ drivers, indicated they require further training for their drivers.

Implications for SIAST

Implications for SIAST are based on the recommendations of the Sector Steering Committee. These recommendations are training-related and were based on discussions and the research conducted by Trimension.

- Discuss a provincial driver training review and implement regular curriculum review processes.
- Incorporate ***driver internships*** into all basic driver-training programs (two - three weeks).
- Explore the need for a ***Certified Dispatcher Training*** program.
- Explore ***alternate methods of training delivery*** (basic, on-the-job, and skills upgrading).
- Determine strategies to ***increase the number of training*** spaces for ***mechanical repair*** technicians.
- Explore developing ***resource materials for secondary (high school) course*** curricula.

- Utilize ***Train-the-Trainer programs and In-Cab coaching*** programs.
- Incorporate ***interpersonal-skills training*** into programs, as companies see a need for communication and interpersonal-skills training in a variety of occupations form drivers and dispatchers to parts personnel.
- Promote and develop ***management training.***
- Develop a ***skills profile*** for each occupation.

3.2. Summaries of Other Studies and Reports

3.2.1. Tourism Management Diploma with an Ecotourism Certificate

The need for a Diploma in Tourism Management was identified using secondary research and through consultations with representatives of the Tourism Sector. Following a year of planning and industry consultations, this new diploma program was approved in March 2000. During discussions with representatives of Saskatchewan Tourism Education and Training (STEC), the courses of the Diploma Program were developed using standards of the tourism industry.

Twenty new students will be admitted to the program in August 2000. Students enrolled in the Tourism Management Program and the Recreation and Leisure Diploma Program will have a common Year 1 curriculum. For Semester 3 (Year 2) students will take classes at Woodland Campus so they can receive Ecotourism Certificates. Classes for Semester 4 will be offered at Kelsey Campus and will focus on management studies for the Tourism Sector. This program was developed in response to the needs identified by industry.

3.2.2. Law Enforcement/Environmental Protection

Primary research was conducted to determine if there was a need for curriculum revisions/updates to law enforcement courses in the Integrated Resource Management Program and/or the addition of courses on environmental protection. Questionnaires were sent to agencies/organizations in the four western provinces, Nunavut, Yukon and NWT for an overall response rate of 37.3%. Seventy -eight percent of the survey respondents agreed that the demand for resource/environmental law training would increase in the next five years.

The needs assessment also indicated that graduates of the IRM Programs are competing across Western Canada for jobs with students who have Degrees or Applied Degrees. Employers, such as Parks Canada, clearly stated that their preference is to hire Degree students.

In response to the needs assessment, the IRM program is proposing to add a new speciality to their current IRM Diploma (Specialisation in Resources Law/Environmental Protection). In addition the program is collaborating with universities for credit transfers from the diploma program into a university degree program.

3.2.3. Human Services Post Diploma Certificate

The need to do an assessment for a Human Services Diploma Program was initiated from several industry sources:

- Chemical Dependency Program Reviews, conducted in 1991 and in 1996, resulted in recommendations for training for persons currently employed in the field and for development of advanced and/or applied certificates.
- The Corrections Worker Program Review, held in 1999, recommended the exploration of additional certification options and new related training initiatives. As well, an accompanying needs assessment indicated that 67% of employers and 79% of graduates would be interested in advanced training, specifically an applied degree.
- In January 1999, the Program Advisory Committee to the Chemical Dependency Worker Program made a motion *that the Chemical Dependency Worker Program pursue the development of curricula and offer a post-diploma certificate which could lead to an Applied Degree*. Following that, individual members of the Advisory Committee sent letters of support to the program.

As a result, a needs assessment was conducted from January to March, 2000 to determine the need for advanced credentialing in the Human Services programs: Corrections, Worker, Chemical Dependency Worker, Rehabilitation Worker and Youth Care Worker. A written questionnaire was sent out to program graduates and employees in the fields of additions, corrections, rehabilitation and youth care. The overall response rate was 34%. In addition, focus groups were conducted with each program's advisory committee.

The needs assessment results indicated that "There is a high level of interest in advanced training, both from advisory members and program graduates who are working in the field. The focus groups revealed significant interest in updating opportunities for existing staff and a keen interest in some form of advanced credential in the human services field. A proposal for a 'Post Diploma Certificate in Human Services" will be submitted for approval shortly.

In addiction, the Human Services Division will explore linkages with universities in the hope that students will receive credit towards Degrees/Applied Degrees.

3.2.4. Hospitality Management Applied Certificate

In response to requests from STEC and as recommended by the Tourism Sector Partnership Study and the Tourism Sector study, "There is a role for SIAST to offer leadership/supervisory-training programs to managers in all sub sectors of tourism. This training could be developed in the form of an Applied Certificate that could be given credit into SIAST Tourism program (e.g. Hotel and Restaurant Administration)."

SIAST is currently in the process of forwarding the Hospitality Management needs assessment to Dean's Council for approval. If approved, a proposal for a new credit program will be developed and submitted to for approval. The curriculum for the management training will be developed in collaboration with STEC.

3.2.5. Food and Beverage Service Applied Certificate

At present, SIAST is working with STEC to revise SIAST's 1995 Hospitality Applied Certificate so that the curriculum content more closely aligns with industry's needs. The Hotel and Restaurant Administration Program will give credit into their Diploma program to graduates from the Hospitality Applied Certificate. The certificate was developed in response to industry's needs for more short-term training.

3.2.6 Forest Ecosystem Technology Diploma

The demand for this new training program has been identified directly from the associated industry. Several needs assessments (April 1999 – Forest Management & Protection Worker Training Needs – Forest Sector Survey; December 1999 – Forestry Sector Partnership Report: have been conducted already so the needs assessment document summarises the findings of those initiatives, quoting them extensively.

The successful establishment of a SIAST /University program linkage announced in December of 1999 between SIAST and the University of Regina may establish precedent for similar Diploma/ Degree programming in the environmental area. Exploration of potential linkages between the proposed diploma and university degree programs is presently underway.

The needs assessment results are for submission to Dean's Council in May. The plan is to offer the program starting in September of 2000. The first group of students will be employees of the Fire Management and Forest Protection Branch of SERM.

3.2.7 Architectural and Building Technologies Applied Certificates

Following a request from the advisory committee of the Architectural and building Technologies Program, to create specialties within the program, a needs assessment will be conducted. Preliminary plans are underway.

3.2.8 Saskatchewan School Trustee's Association

SIAST is working with the SSTA to develop standardized occupational descriptions for five support occupations within the school systems across the province. Once SIAST has developed a standard occupational description for each of the occupations the next step will involve the development of criteria and assessment instruments for the SSTA and member school divisions to apply to new hires in these occupations. As well, the SSTA is considering allowing existing staff to go through the assessment process on a voluntary basis. For those occupations or areas within occupations where there isn't existing SIAST training programs, funds will be sought for the development of curriculum.

The five occupations involved are Teacher Assistant, School Librarian, Bus Driver, School Secretary and School Caretakers. The first three are developed programs that SIAST currently offers. Each of these may require some minor add-ons as a result of the occupational analysis process but it is anticipated that this will be minimal. The school secretary occupation appears to parallel the Office Education Program, however, there are some areas in which the tasks of School Secretaries are unique to their field. If and when training is developed to address this, a new Office Education Specialty may well emerge, that of "School Secretary". Currently SIAST doesn't have curriculum that addresses the School Caretaker Occupation. There will need to be extensive development in this area.

4.0 SUMMARIES OF TRAINING NEEDS ASSESSMENT CONSULTATIONS

4.1. Introduction

Eight stakeholder consultations were held at the four provincial SIAST campuses (two each at Saskatoon, Regina, Moose Jaw and Prince Albert) over a period of two weeks in March 2000. The purpose was to gather information on training needs, employment trends and emerging occupations and skill sets.

The first four meetings, one at each location, generally focused on the needs of industry and technology, while the last four brought attention to the needs of human services. There were significant themes that emerged from all meetings, as well as specific needs of the SIAST locales.

Stakeholder participants were contacted by telephone and invited to attend the session that best suited their organization or focus. However, not all stakeholders who were contacted were able to attend. Due to scheduling conflicts and cancellations, some industries lacked representation or were only represented in one campus region. As a result, the findings may not comprehensively identify the needs of some industries.

The following table provides demographic information for the consultations.

4.2. Training Needs Discussion Meetings

Location	Dates	# of Participants
Saskatoon	March 7, 2000	11
	March 21, 2000	11
Regina	March 8, 2000	12
	March 16, 2000	13
Moose Jaw	March 9, 2000	13
	March 17, 2000	11
Prince Albert	March 14, 2000	7
	March 22, 2000	9

4.3. Summary of the Findings

The following chart provides a summary of what we heard during the stakeholder consultations. The findings are not necessarily presented in priority order. The check marks in the right hand column illustrate where the sector–related information was discussed. (P = Provincial [all 4 campuses, or applicable across the province]. S = Saskatoon, R = Regina, PA = Prince Albert, MJ = Moose Jaw.) The results are organized by sectors and topic areas.

Industry/Sector	P	S	R	PA	MJ
4.3.1. Agriculture	✓	✓	✓	✓	✓
• The agricultural industry is in a state of duress with the amount of stress in the industry raising **health concerns**. The price of land, the commodity prices and the return on investment have dropped so much that few operators are able to escape the stress.					
• There remains a need for **farm laborers** as many operators have difficulty finding seasonal help.					
• There may also be a need for **transitional training for farmers**, helping them identify and enhance the many transferable skills they have into a package that is marketable for business and industry.					
• It was also noted that rarely do you see farmers at career and employment service centers where career workshops are available. Most farmers have never had to search for employment, because they are already engaged in off-farm work.					
• In the growing area of hog production, **pork technicians** are in demand.					
4.3.2. Health					
• The needs for training in this sector were heard consistently in all four locations. Many of the needs are urgent; some (more training for Degree Nurses) have already been addressed). The areas of patient-related care are of immediate concern throughout Saskatchewan. The prime areas of need are **Registered Nurses, Special Care Aides**, **Operating Room Technicians**, **Medical Diagnostics, Pharmacy Technicians** and **Systems Analysts**. The needs will be listed as specifically as possible to have a clearer understanding of training needs in each campus location.	✓	✓	✓	✓	✓

Industry/Sector	P	S	R	PA	MJ
• As the population ages, there is a growing demand for more ***advanced clinical nurses*** across the province as we move away from hospitals to health centres in the smaller communities. It was suggested that nurses working in the North need vastly different job descriptions and that special or unique training could be developed for them.				✓	
• In the ***Pharmacy Technician*** area, there aren't many career ladders focusing on salary increments and that is viewed as a hurdle to keeping technicians in the province. Our health districts are constantly in competition with other regions for qualified personnel.	✓	✓	✓	✓	✓
• There is a critical shortage of ***Ultrasound Technicians*** across Canada with many districts looking internationally for trained technicians. Some training is done in-house, but equipment on which to train is limited. Larger centres (Saskatoon and Regina) have the greatest needs for Ultrasound Technicians.	✓	✓	✓	✓	✓
• There is an emerging shortage of ***Medical Radiation and Medical Laboratory*** graduates.	✓	✓			
• It was stated the health sector has not done a good job of human resources planning when it came to ***Special Care Aides***. A redefinition of roles is needed. Should nurses be making beds? Is that the best use of their time and expertise? Interim measures are desperately needed and they must involve education, but there seems to be difficulty finding qualified home care instructors. It was suggested that perhaps qualifications for instructors need to change and be more flexible.	✓	✓	✓	✓	✓
• There is a need for more ***Licensed Practical Nurses.***	✓	✓	✓	✓	✓
• Optional training education ***workshops are provided*** in the health care industry. It was acknowledged that there is significant programming provided in the way of education for people in the health districts.	✓				
Training-Related Issues in Health Care	✓				
• The ***aging population*** is playing a major role in the health field, both on the practicing side and the need for care as society ages in larger numbers. Because of pension changes there is a concern that many staff members are on the verge of retiring. That raises many questions. How do you respond to age inventory of staff? Are there going to be critical care areas that will need specialized training?					
• Managers are caught in a difficult squeeze. They need to ***recruit and maintain current staff***, often converting casual into full-time. "When we try to make changes, there isn't the staff to do it. You know there are shortfalls when people aren't getting holidays."		✓			
• The health care field is one of ***global competition***. Despite all efforts to recruit and attempts					

Industry/Sector	P	S	R	PA	MJ
to retain employees, they know they can move throughout the global system and not lose anything (accreditation) in the process. Many of our nurses and technicians are leaving the province. Even if enrolments to the nursing program are increased, how do you go about keeping nurses in the province?	✓				
• There has been close co-operation with the ***Special Care Aide program***, but the employees move through the health district program and on to other organizations for permanent work.					✓
• The need for ***casual help*** is becoming critical.				✓	✓
Location-Specific Health Care Issues and Needs					
• Nursing needs in northern Saskatchewan are a prominent concern, particularly the need for more ***addiction counselors with a focus on methadone***.				✓	
• One of the concerns in the Prince Albert region is the ***loss (retention) of trained nurses***, thus there was a suggestion the program be offered again at Woodland. On a similar note, a possible solution to retaining trainees is to offer more placements and have more praticums in the area, in the hope potential candidates will see the region as a viable alternative in which to live and work.				✓	
• The ***Home Care/Special Care Aide program*** drew special attention, particularly the concern about the cost ($6,500) of the program at Woodland.				✓	
• With respect to the ***Chemical Dependency*** program, there was a suggestion this could be offered as an online program through extension, coupled with some hands-on training on campus. This would enable present employees to upgrade their skills with minimal disruption to their jobs.				✓	
• An employer was aware of as many as 10 former nurses living in an area needing nurses. They would like to see the former nurses have easier access to necessary ***upgrading***. If SIAST could offer such a program, support and study groups could be developed for correspondence or some form of distance education.				✓	
• In areas where addictions are a concern, it was felt ***life skills*** training would be of great value. There is a need for ***life skill coaches***.				✓	
• In Saskatoon, there are vacancies for 12-15 ***nurses*** over the next year. If these aren't filled, there is a ripple effect. When there is a shortage of ***Licensed Practical Nurses*** (LPN), it also affects the specialty areas.		✓			
• The Alzheimer's Association (Regina) offers a yearly conference and professional support					

Industry/Sector	P	S	R	PA	MJ
days but has a need for family and lay education. In partnership with other agencies, one-day workshops are beneficial to staff who deal with dementia, but presently there is only limited interest in a **Dementia** program despite the fact dementia care cost is high and facilities are having a problem recruiting personnel.			✓		
• There is always a need for education of support services such as ***dietary, housekeeping*** and ***maintenance***.			✓		
• Like most regions around the province, there's also a need for health care workers in Moose Jaw. In the area of ***casual labor*** it's like walking a fine line – there are no shortages but there is always danger of running out of people. There is a need to be able to provide them with enough work to retain them.					✓
• There are also shortages of ***physiotherapy*** and ***ultrasound technicians.***					✓
• There always seems to be a need for ***journeyperson cooks***, so health district staff members are encouraged to take the courses. Programs of short duration were encouraged.					✓
4.3.3. Information technology	✓	✓	✓	✓	✓
• It was suggested that in three years more than 65 per cent of business will be done online, increasing the need for expertise in ***Information Technology (IT).***					
• There is tremendous demand for IT graduates, with larger employers offering top dollars to hire skilled graduates. It is an area of much employee movement, most moving south to the U.S. or west to Alberta. Saskatchewan, at present, is considered a good training ground.					
• One participant suggested that, according to a Statistics Canada report, people who do not have access to those skills will find it difficult to find work.					
• It was noted that "the private schools will tell you they change to meet industry need but Moose Jaw students are getting the better jobs."					
• Among others issues discussed were:					
- A problem with IT is the rapidly changing environment where curriculum adjustments could be made on a daily basis, let alone every six months.					
- How do you provide training that can be portable?					
- There is a pressing need for IT contractors in small organizations (10-20 employees).					

Industry/Sector	P	S	R	PA	MJ
4.3.4. Construction and Related Trades					
• A $6 billion oil sands project in Fort McMurray will "act like a magnet" for Saskatchewan trades people. It was suggested that movement in the construction and processing trades could be devastating to our economy. The problem we face is getting people trained in the trades and keeping them in the province.	✓	✓	✓	✓	✓
• A new strategy is necessary in the construction industry, particularly applying to housing where the industry has become so **specialized** that apprenticeships are difficult.					
• There are geographic/population problems to overcome in Saskatchewan. For example, Calgary is adding 10,000 homes a year, so when contractors need framers they go to SAIT, which in turn delivers and trains framers quickly. Compare that to Saskatchewan, where we build 3,000 houses a year across the province. How do you train for these needs when they aren't geographic specific?	✓				
• There is a shortage of trades people – **plumbers, electricians and carpenters**. More **safety training** and **supervisory training** is needed. There is also a need for flexibility for those seeking on-the-job training.	✓				
• The increase in **construction of hog barns** was noted.	✓				
Issues in the Construction Industry					
• Skills are **highly specialized** and the top skilled people go where there is more work. As a result, skills are divided or even lost. There is a problem of critical mass and it is going to be a struggle to find the required skilled labor.	✓				
• The **location** of program delivery is seen as an issue, with reluctance to take training at distant locations cited.	✓				
Location Specific Needs					
• There is a need for **housing management** employees in the North. These individuals would ideally have more than just accounting skills in that they would also be familiar with the construction process, tendering and building codes. On the other side, there is a need for skilled **carpenters, plumbers and electricians** – ticketed people in the trades. Is it possible to offer longer term and specific training for northern people who want to stay in their communities, or even simple **Life Skills**, such as how to care for a house (changing furnace filters, caulking)?				✓	
• SaskEnergy indicated a need for pre-employment programs in **plumbing and pipefitting**.	✓				

Industry/Sector	P	S	R	PA	MJ
4.3.5. Business					
• There was as suggestion (written submission) that the ***Human Resources Certificate*** be expanded into *SCN delivery* for the benefit of individuals in smaller locations, with the stipulation that HR practitioners teach the courses.	✓	✓	✓	✓	✓
• There is a need to train business graduates in the field of ***"business advising."*** They have the technical training but apparently fall short in the area of on-the-job problem solving.		✓			
• A request was made of Kelsey to supply a course on "business advising" with as many as 12 women a year prepared to attend.					
• The Women Entrepreneurs of Saskatchewan is looking for an institution to deliver a ***program on Entrepreneurship*** that would be accessible for women from rural Saskatchewan. Many women for whom this program could be designed live and work in rural Saskatchewan, so the program would have to be delivered on weekends or evenings. Potential clients have some technical training but not the business skills relating to human resources, management and accounting processes.	✓				
• ***Customer service*** was another area identified with requests for short-term, day seminars.	✓	✓			
Related Issues					
• Because of the farm crisis there are many ***farm women*** looking for alternate employment, expanding on their role as entrepreneurs. Distance education and the virtual campus were discussed as delivery alternatives. However, because many of the potential clients are in rural areas and are farm operators, it was suggested the technology for virtual classes was not generally available.			✓	✓	✓
• It was generally acknowledged and accepted that people in small businesses don't (can't) take time off for training. Their needs can only be met in bits and pieces.	✓				
• The subject of business training geared to ***Aboriginal businesses*** was raised in connection with the demographic changes occurring in the province. There is a need for every business to have its books in order, to know how to do a financial statement, how to get credit. The program content will be the same for Aboriginal and non-Aboriginal people, but it was suggested that perhaps the delivery could vary.		✓			

Industry/Sector	P	S	R	PA	MJ
4.3.6. Manufacturing	✓				
• The textile industry is in need of technical training and management skills. Management courses are needed in time management, marketing and supervision. There are approximately 100 jobs available in industrial sewing at this time; the industry is seeking delivery of the Industrial Sewing program across the province.					
4.3.7. Film and Video					
• SIAST's Film, Video and New Media Applied Certificate has proven popular in meeting the needs of an expanding industry. An enhanced program is needed.			✓		
4.3.8. Finance	✓				
• There are major and rapid changes taking place in the banking industry. The financial environment is becoming increasingly competitive and the issues that need to be addressed are those of service, membership and a changing culture.					
• There is a need for ongoing training for new employees, refresher courses for long-term employees, management development programs, supervisory programs and internal orientation programs.					
• A modular program is required to reduce time sway from work and travel costs.					
• Changes to the CMA program require clearer articulation of the role of SIAST in meetings these changes.					
• The banking industry is expected to be in the hiring mode and will be looking for graduates from the business program. Requirements include area-specific job training and equity recruitment.					
• Banks require evening courses such as hands-on sales, customer service programs and soft-skills training.					
4.3.9. Transportation					✓
• With about 570 CP Rail employees in Moose Jaw, there is an opportunity for significant training in this area as well as the area of advances in alternate fuel, oil and gas.					
• There is a need to attract younger people to the trucking industry that is dominated by baby boomers on the verge of retirement.	✓				

Industry/Sector	P	S	R	PA	MJ
4.3.10. Aviation					
• There was an expressed need for two programs – commercial pilot and aircraft maintenance engineers (AME). The need is seen as urgent.	✓				
• The commercial pilot and AME training programs could attract applicants from outside Saskatchewan. "We could be training people from all over the world here in Saskatchewan."					
• A made-in-Saskatchewan solution is being sought to meet the needs of the industry. A need has been identified for SIAST to provide an AME program with Moose Jaw the recommended location. Bombardier Canada Inc. is in the process of establishing a flight-training program at the 15 Wing Moose Jaw base.					✓
• Saskatoon is the industry choice for commercial pilot delivery.		✓			
4.3.11. Hospitality					
• There is a shortage of journeyperson cooks; many are trained but they are difficult to retain. It was suggested that 90% of trained cooks leave the industry within six months of graduation.					✓
• Information is seen as crucial, first to better promote the profession and second to better inform potential students about the requirements of the job.					✓
• Casino Regina has a wide range of needs ranging from people who want to learn English, to those seeking post-secondary degrees, to training in the handling of food and beverages.			✓		
• There is a need for customer service training and the ability for employees to provide knowledgeable tourist information.	✓				
4.3.12. Infrastructure	✓				
• TransCanada Pipelines has a pressing need for technical training and for an aging workforce to be certified.					
• TransCanada Pipelines identified a need for bridging programs for Aboriginal youth to move into SIAST programs.					
• Graduates with post-secondary education are being hired at Sask Water, but there is some difficulty filling positions in smaller towns because it is hard to attract graduates to these locations.					

Industry/Sector	P	S	R	PA	MJ
4.3.13. Pulp and Paper				✓	
• There is a need for a global system of training in the pulp and paper industry.					
• The immediate labor needs of the industry are industrial mechanics, with low demand for pipefitters and painters. Instrumentation and electrical training will be an asset while there will be a diminishing need for process operations.					
• Process Operator certification of current employees is required.					
• Because many employees can't leave the work site to take classroom training, Internet or computer deliver would be beneficial.					
• There is a need for safety programs.					
• Recruitment in some locations may become an issue in the future.					
4.3.14. Other Training Needs					
• Short-term sessions work well for northern residents. There is a need to educate high school students about the values of trades and professions through mentoring, job orientation and professional orientation.				✓	
• Computerized training and a virtual office are potential delivery mechanisms.					
• There is a need for meat processors and meat cutters in rural areas, truck drivers, heavy equipment operators	✓			✓	

4.4. Common themes

4.4.1. Demographics and the "Bubble Effect"

Demographics and the "bubble effect" provided subject matter for every session because it is expected demographics will have an impact on how SIAST does business in the future. There are two significant bubbles at play in Saskatchewan's population:

1. The first is an ***ageing workforce*** as the baby boomers approach the age of retirement, a group that includes a significant portion of Saskatchewan's skilled labour force.
2. The second bubble is at play in the workforce of tomorrow, the under-20 population that indicates a ***large swing to an Aboriginal population*** in the province.

Facts, compounding these effects, particularly in the trades area include:

- The ***average age of journeypersons*** in Saskatchewan is believed to be in the high 40s and most of these are expected to retire in five to ten years, leaving a huge shortage of skilled labour.
- There is an ***out-migration of qualified trades people***. One participant suggested the solution might be in the Aboriginal labour force, particularly in the north where Aboriginals admittedly prefer to stay closer to home.
- Some group participants expressed concerns that young ***Aboriginals don't have an understanding of industrial settings*** and there is a need to encourage more Aboriginal youth to move into business-related programs because more corporations want their workforce *"to represent our population."*
- There was a general feeling that in order for the Aboriginal community to participate in the province's future, ***SIAST will have to be in the forefront*** of addressing the need. There's great potential for success along with the acknowledgment that *"we're a lot further along than most people realize."*
- But there are obstacles and hurdles to overcome. Many potential young employees ***don't have basic education***. There is a perceived need to build stronger links between industry and education, and Aboriginals and industry.
- It was suggested that ***FSIN*** should be involved in all partnerships from the beginning.

4.4.2. Accessibility

There are a variety of reasons that make education and training inaccessible to segments of the population. The following discussions from the stakeholder consultations addressed issues of accessibility.

- Because a large segment of the emerging labour force has a problem with ***literacy,*** it was suggested SIAST be at the forefront in addressing this need. The people in the emerging workforce include Aboriginals, people with disabilities and many potential young employees. It is important to encourage and inform these individuals about job potential, because they represent a labour force that has not been fully utilized.

- There is also a need for ***language training*** in careers such as pharmacy, for example, where employees are hired from out of country but require further 'technical' English courses. Bristol Aerospace encountered a similar problem in Manitoba, so Red River College developed an *occupational language* course.
- Much of Saskatchewan's ***skilled workforce originates in rural Saskatchewan.*** Many are moving to urban centres to get their training, then don't return to their communities. They are younger and establish new relationships in the larger centres, thus making it harder to entice them to return to their roots.
- It was suggested that a marketing plan with a focus on positive aspects of living in rural Saskatchewan be developed to help retain skilled personnel for smaller centres. Another suggested option is to ***deliver the training in rural areas,*** thus stemming the flood to larger centres. Placements and practicums in smaller centres are seen as a valuable tool in generating positive responses; and signing bonuses were suggested as a means to entice people back.
- There was a suggestion that ***cost of programming is too high***, for example in programs like **Home Care/Special Care Aid** and ***truck driver training.*** In some cases it's cheaper to get private training than to contract SIAST for the training, according to some of the participants.
- The training of home care aides at Woodland was offered as an example. Many potential candidates can't afford the program, especially when their return on investment is a job that pays $10 to $11 per hour. Yet, there is a growing demand for this type of employee throughout Saskatchewan.
- It was also noted that SIAST is in a ***competitive environment***. An observation was made about the University of Regina *"beating out Palliser for a contract to teach ESL to Italians."*
- In the specialty training area, for example the aircraft maintenance engineers program, SIAST is urged to commit to a long-term contract between it and Bombardier for a Moose Jaw training site. It was noted, however, ***that industry has to bear a greater portion***, if not all, the ***costs*** of training.

4.4.3. Training Enhancements

Throughout the stakeholder consultations, a variety of training-related needs emerged that are included in this section as "training enhancements."

- There is a stronger need, across the province, for ***safety awareness*** training, which was said to be almost non-existent because most companies can't afford it. It was deemed an area where much catching up was required.
- The need for ***Cross-Cultural-Awareness training*** was mentioned at several locations.
- There were some suggestions that ***SIAST offer courses or workshops*** (for example, Understanding of Treaties) that could be taken for credit. One respondent indicated that cultural awareness (not training) should be part of every program. The opportunity to learn from each other, regardless of the culture, needs to be there.

- Clients seeking mobility require recognition for upgrading, so some form of ***accreditation*** was suggested for non-certified programs. There are many employees in Saskatchewan who have performed work duties for several years but have no certification. Skill accreditation is seen as providing credibility for the employee and offers employers a hiring standard.
- Internship, co-op education and job shadowing should be promoted as ***enhancements in the K-12 system*** so that our youth will gain a sense of the labour market and their own potential. There is a need for SIAST to work with industry to *"bridge those bridges."* Many companies need a package on how to create partnerships and maintain them. There are many skills that can be taught and a bridge to the high school students is needed now.
- A one-two month ***pre-training program*** teaching basic employment skills was suggested as a prerequisite for students entering training programs. This would assist in identifying students who sincerely want to take a program. *"Why are we training people who aren't interested in being trained?"* one participant asked.
- To enhance the pre-training, it was suggested the program be followed by a ***two-week work placement*** to see if the person has the aptitude and attitude to be a good employee, to determine if it is worthwhile training the individual and also so the student could assess his/her own desire to continue in that career choice.

4.4.4. Marketing

If there was any one topic that continually resurfaced, it was the need to promote and inform students about the educational value of SIAST.

- It was suggested that the smaller ***communities in the north*** hardly know of the existence of SIAST, and less about the sponsorships available for education. Their primary source for employment is the mines and they apparently don't look much further afield. It was suggested mail-outs would help, but one potential employer posted his needs everywhere he could think it would be seen and received minimal response.
- It is generally believed that SIAST is Saskatchewan's best-kept secret. There were several suggestions throughout, that promotion of the trades should be made to ***students in Grades 6 to 8*** rather than what is deemed to be a focus at the higher-grade levels. Many students in Northern Saskatchewan are dropping out in Grade 10, so it was seen as important to be able to inform them about educational options at an earlier age.
- Methods such as mentoring, job orientation and professional orientation were mentioned as ways to ***promote trades and services*** to high school students. A slick promotional campaign espousing the value of a SIAST education was often recommended.
  - *"Let our kids know there are plumbers, electricians, journeyperson trades people out there who are making $60,000 to $80,000 a year."*
  - *"High school students don't know the potential of the trades. Wages in the forestry industry are good. Working conditions are better now than years ago. Why are we pushing students into university when the jobs are not there?"*

- Among the problems of encouraging young people into the ***trades,*** however, are ***waiting lists*** – some are as long as two years to get into the trades, this is a concern when there is a shortage of skilled people. (An example given was chefs.) An awareness of SIAST's programs is needed, but then there is also a need to have the training seats available.
- SIAST graduates, it was said, are more readily employed than university graduates, but the ***perception exists that university is preached as the first choice of education***, whether from peers, parents or educators (guidance counsellors). *"The kids aren't getting the information about the trades and the opportunities out there."*

Some comments relating to this subject included:

- *"I don't think there is enough marketing in the high schools."*
- *"We should be recruiting in Grade 9, otherwise it's too late."*
- *"Whose responsibility is it to inform students of programs?*
- *"U of S does not talk about expectations on being a doctor, but on-campus life, sports, etc."*
- *"Some programs are a really good secret. If I look at your calendar I don't know which is the most popular program and which one isn't."*

- There needs to be a better ***connection between secondary and post-secondary education***. It was suggested industry-resource personnel visit classrooms and share their experiences. Mentioned as an example was the innovators in the schools program that promotes science, technology and the trades to all grades through school visits by industry volunteers working in or familiar with science-related fields.
- It was also suggested SIAST recruiters travel from school to school and work closely with guidance counsellors to promote ***Career Awareness.*** For example, in the health sector where potential nurses on practicum are *"looking for a 9-5 job in the health sector,"* students should know, at an early age, that jobs of this nature are rare.
- SIAST was urged to *"**raise the bar a little bit - get better recognition** in Western Canada. It's embarrassing when we have large players' (businesses/organizations) going out of province to get training (for their employees).* It was said, SIAST has solutions to many problems and people need these solutions but don't use the resources available. SIAST has on-line programs, but few apparently know about it. *"Even the language we use in this room is incomprehensible to many people."* How can awareness be enhanced?

4.4.5. Training Delivery Methods

- ***Industry has specific needs for delivery of training***, especially where you have many long-term employees (ten years or more) needing to learn about new equipment. For the most part, this type of training has to be done on-site to meet the needs of both employer and employee.

- Overall, it was suggested there is a need to look at all options and possibilities to get ***SIAST closer to industry*** and provide a system that allows for more ***flexibility***. For example, how do you deliver programming to this shift workers?
- ***Location for delivery of a specialized program*** is important. For example, if a new program is offered at Moose Jaw, it was suggested clients from the north could be reluctant to attend.
- Participants viewed ***co-operative programming*** as a positive experience and were in favour of it, but it is deemed to be quite expensive. It was agreed that co-operative programming was well recognized, but has not taken root at all provincial campuses. From a Metis perspective, co-operative programming was viewed as a benefit to many, a way to sell yourself along with providing an experiential *"reality check."*
- With regard to ***distance education,*** modularized training may be an answer for pre-employment programs that can't respond quickly enough to industry's needs. Modular training was discussed, but with some reservation because, according to one participant, *"it could erode the well-rounded person."*
- The move to a ***Virtual Campus*** was briefly discussed at several locations. It was acknowledged as the wave of the future, but several participants said it was only a portion of the solution. *"There's a comfort zone having someone to talk to. Classroom interaction has to be part of the program."*
- It was suggested that some components could be taken on-line, ***but job shadowing and mentoring are an important*** part of increasing skill levels. Deliver 30-40 percent on-line and the remainder could be split between the classroom and on-the-job training.
- There was concern expressed about the ***lack of Internet training*** available. There is a perception that many dollars are going out of country for on-line courses.
- Supervisory and quality control could be taken through the Internet, but time commitments and scheduling would be crucial for industry. Technology is still deemed expensive for small operators and for the most part smaller businesses can't afford to let employees take weeks off at a time to upgrade their skills. Thus, ***day-release programs*** have proven to be very popular.

4.4.6. Responsiveness

SIAST is frequently asked to provide training and to move at the speed at which industry is moving. There were some suggestions that SIAST is not getting the job done *"at the speed we need."*

Industry sees the fact that "SIAST doesn't ***train year round*** " as a concern, alluding to the fact that SIAST is closed in summer. Timing is important for short courses and co-op education. SIAST has to be flexible in order to fit the demand. Shift workers who are looking to upgrade their skills need flexibility.

4.4.7. Types of training

- A different model is needed to ***keep up with the rapidly changing world of technology***. How can SIAST keep up with the changes? For example, a company like Hitachi in Saskatoon brings its technology experts from Japan to train employees on new equipment. How could SIAST benefit from their expertise?
- There appears to be a ***fragmentation of jobs*** in the workplace and that's not going to change. Employees are going to have to be more flexible and adaptable. They're likely to hold more jobs than their predecessors are. Can a program be developed to help people manage change (a number of different jobs)?

4.4.8. Impacts if the Needs are not Met

- If SIAST can't deliver the required training, ***business will look elsewhere***, whether it is other agencies or out-of-province providers. That training would likely come at a higher cost and would result in dollars leaving the province. It was also suggested that economic growth would suffer as a result.
- The impact of ***not having a skilled labour force*** can be severe. The region won't be able to attract new business without a skilled labour force, and costs will greatly increase, particularly in the north if operators have to bring in skilled labour from the south. In turn, that impacts on the ability of northerners to earn a living.
- It was suggested ***training is the key to growth*** in the province and ***has to be in the forefront*** for the next 10-20 years. The need for an educated labour force is urgent. We need larger companies doing the training, but they are reluctant to do so when trained employees pack up and leave. That represents lost investment in time and money. A credit to the employer for the training provided was viewed as a potential solution.

5.0 SUMMARIES OF REPORTS OF CSCES

5.1. Overview

Throughout 1999-2000, SIAST and CSCES met and discussed mutual training needs information. Plans were developed that complemented and supplemented the work of each organization. While not all reports from CSCES are available to date, the reports, when completed, will be used by SIAST in the ongoing planning to address training needs.

5.2. Saskatoon

CSCES Saskatoon formed a labour market committee of community stakeholders including SIAST. The committee undertook a survey of local employers, addressing issues of recruitment, retention, and training. The report will be completed by mid-June and will be available from CSCES Saskatoon.

5.3. Regina

The Regina Career and Employment Services in partnerships the Regina Human Resource Center undertook a community training and Employment Needs Assessment. The report highlights the training and employment needs of a range of different client groups such as youth, aboriginal, New Canadians, and people with disabilities. The report also describes the existing Regina Career and Employment Delivery system and the delivery of Basic Education offered through differing community agencies. This report can be obtained at the Regina Career and Employment Services Office.

5.4. Moose Jaw

CSCES Moose Jaw undertook a study similar to CSCES Regina. When completed, the report will be available from CSCES Moose Jaw.

5.5. Prince Albert

CSCES Prince Albert has undertaken an employer survey, supplemented with relevant information from Sector Partnership Studies. When completed, the report will be available from CSCES Prince Albert.

6.0 IMPACTS ON SIAST

	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
Agriculture	Floriculture	Extension courses in floral design offered from time to time, on demand	Further investigation of additional non-credit training
Basic Education	Life skills & life skills coach		Further investigation, especially in northern areas.
	Occupational English		Further investigation of occupational English for the health sector. Work with Associations representing the specific occupations.
Business	Business advising		Refer to Extension Training Consultant, Kelsey Campus for discussion with Women Entrepreneurs of Saskatchewan
	Customer service	Credit courses available via distance education and traditional delivery. Non-credit courses available, on demand.	Increase marketing to get the message out that SIAST offers this training.
	Entrepreneurship and Small Business	Applied Certificate available at Woodland Campus and on-line. Various non-credit courses and workshops available.	Additional marketing required. Modularize content and deliver at time to accommodate small businesses.
	Export manufacturing	FITT delivery in Regina, scheduled for Saskatoon – canceled due to lack of demand.	Further investigation of delivery of other non-credit training.
	Human Resource Certificate delivery by distance education	Initial courses scheduled for delivery by SCN, 2000-01	
	Supervisory	Credit and non-credit courses available.	Customization for organizations or sectors is possible, on cost-recovery basis.
	Management training for Casino Regina	Various management training courses are available	Extension Training Consultant, Wascana Campus, to explore opportunities with Casino Regina.

	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
Community Services	Aboriginal history	Referred to SIAST HR for in-house training.	Refer to Community Service Training Consultants for further investigation for delivery to public.
	Chemical Dependency delivered through Extension, particularly into the north		Investigate more flexible delivery mode, offer more short courses
	Cooks	Programs available at 3 campuses. Additional training delivered through Quick Skills at Palliser.	
	Cultural	Programs available in Applied Photography, A/V Technician, Ceramist, and Heritage Interpreter.	Further investigation of non-credit workshop delivery
	Film and video	Applied certificate in Film, Video and new Media delivered via Work-based Training. Applied Certificate in Animation under development. Multimedia Diploma program available.	Further investigation of emerging or changing needs.
	Fire/Rescue	Fire training will continue to be provided through Extension as requested to meet provincial demands.	
	Human Services: Advanced training	Needs assessment completed.	
	Retail Meat Cutting, outside Regina and Saskatoon	Delivery via Work-based Training. Delivery through Regional Colleges, as requested.	
	Sound Recording	Some training available in AV Tech program.	Further investigation of non-credit training delivery to existing industry employees.
	Tourism	Programs available in Eco –Tourism, Heritage Interpreter, Food and Beverage Server. Applied Certificate in Hospitality Management under development. Various non-credit courses and workshops available.	Extension Training Consultant, Wascana Campus, to further investigate training needs specific to Casino Regina.

	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
Health	Dementia	Applied Certificate available but cost is an issue.	
	HC/SCA	Available on full and/or part-time basis at all SIAST campuses, through Regional Colleges, and via distance education. Delivery at Woodland funded by Base Operating Grant could be possible as early as fall, 2000.	Further investigation regarding the employment of graduates in full-time positions.
	LPN	Capacity increased for fall, 2000	
	Medical Diagnostics	Introduction of annual student intake, fall 2000	
	Nurses	Capacity increased for fall, 2000	
	Ultrasound Technician		Further research pending completion of the SAHO Sector Partnership study
Industrial	Carpentry	Pre-employment, apprenticeship, Quick Skills at 3 campuses. Several Work-based Training projects.	Specialized carpentry, such as framing, delivered through Quick Skills.
	CP Rail		Extension Training Consultant, Palliser Campus, to explore training needs. Training needs may be related to Industrial, Technology or Business.
	Electrician	Pilot project for level 1 delivery on-line scheduled for 2000-01.	
	Industrial Mechanics	SIAST, in partnership with Lokken & Associates, is currently offering a 24 week program	
	OH and S: enhanced emphasis in programs	Dept. of Labour initiative. Completion of rigging module for Electrician program and ergonomics module in Office Education.	Deans of relevant programs to review.
	PIMA		Further investigation of industrial paint applicator, powder coating, rotational molder and robotics.
	Plumbing	Training is regulated by TAB, with restrictions on delivery in addition to established apprenticeship intakes.	Further investigation pending completion of Sector Partnership study.
	Textile	Industrial Sewing program delivered in Saskatoon and Regina. Discussions with ATAS re upgrading training for employees. Management/supervisory programs available, both credit and non-credit.	Extension Training Consultants to explore customized management/supervisory training.

	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
Industrial	Trucking	Truck Driver Training delivered across province, on demand. In cab coaching available. Work-based Training delivery available. PMT delivered at Kelsey, additional programs delivered at campuses and Regional Colleges, on demand. Work-based training delivered across the province. Truck and Transport Mechanic available at Woodland, and through Work-based Training.	Further investigation of Train the Trainer for Truck Driver training. Further investigation of dispatcher training on hold until STA completes second pilot. Further investigate increase in capacity of Truck and Transport Mechanic program.
Technology	Aircraft Maintenance Engineer	Investigating possible delivery.	
	Commercial Pilot	Program scheduled in partnership with the Saskatchewan Aviation Council, Fall, 2000.	
	Forestry	Forest Ecosystem Technology Diploma scheduled for delivery fall of 2000. Additional strategies under development to address identified needs	
	Information Technology	Capacity increased.	Possible additional responses pending results of Sector Partnership study.
	Law Enforcement	Additional competencies added to IRM as elective, fall 2000.	
General Topics	Aging workforce/succession planning	Continue to supply graduates at current levels to meet demand.	Further investigation of increased capacity, alternate delivery modes as demand for graduates warrants.
	Increased training for aboriginals	Equity seats. Applicants accepted on First Qualified, First Admitted basis.	Increased marketing, especially to northern communities. Increased partnerships with aboriginal organizations.
	Pre-training, bridging, screening	Industrial Division investigating. Science & Health and Technology investigating Pre-Technology. Development underway with NC and Apprenticeship Commission to develop an Intro to Mechanics Trades Applied Certificate.	
	Training delivery: Modularization Time	Significant volume of curriculum modularized and/or available through distance delivery. Virtual Campus underway.	Emphasize modularization, increase availability through distance delivery and on-line.
	Marketing	Additional positions created and filled. Overview document produced.	Increased specific target marketing. One-SIAST, provincial approach.

Appendix A - Invited Participants

Saskatoon
March 7, 2000 – 1:00 p.m.

Name	Organization	Attended
Peter McCann	Ag-West Biotech Inc.	
Chris Broten	CSCES – Saskatoon	X
Bob Boklaschuk	CSCES – Saskatoon	X
Bill Fletcher	CSCES – Saskatoon	X
Lisa Wilson	Dumont Technical Institute	
Scott Summach	Economic & Co-Operative Development	X
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Martin Zip	Graphic Arts Association	
Cara Dorgan	Hitachi Canada Industries	X
Pat Pitka	Hitachi Canada Industries	
Al Heise	HRDC – Saskatoon	
Judy Nagus	Mechanical Contractors Assoc. of SK	
Bob Meidl	Meidl Honda	
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Marv Lenavat	Mitchell's Gourmet Foods	X
Jim Nowakowski	North Saskatoon Business Association	X
John Cross	Philom Bios	
Glen Kessler	SaskPower	
Janet Kleim	Saskatchewan Aviation Council	X
James Hendren	Saskatchewan Council of Independent Forest Industry	
Luanne Lashyn	Saskatchewan Food Processors Association	
Brian Stewart	Saskatchewan Graphic Arts Industries Assoc.	
Ken Mckinley	Saskatchewan Home Builders Association Inc.	X
Roger Shindelka	Saskatchewan Indian Institute of Technologies	
Fred Ozirney	Saskatoon Chamber of Commerce	X
Jim Radiff	Saskatoon Construction Association	
Anne Broda	Saskatoon Regional Economic Development Authority	
Rebecca Elder	Saskatoon Tribal Council	
Greg Fofonoff	Sasknative Economic Development Corp.	
Terri Thompson	SIAST Jobstart/Future Skills	X
Gord Vaxvick	SIAST Training Consultant	X
Danny Fitzgerald	SIAST Training Consultant	
Cal Hicks	SIAST Training Consultant	
Mic Macdonald	SIAST Training Consultant	
Terry Rohrke	SED Systems Inc.	
Doug Maley	Western Economic Diversification	
Laura Small	Women Entrepreneurs of Saskatchewan	

Regina
March 8, 2000 – 1:00 p.m.

Name	Organization	Attended
Marilyn Pollock	Apparel & Textile Association of Sask	X
Bob Guthrie	Apprenticable Trades Coordinating Group	
Al Douglas	Apprenticeship & Trade Certification Commission	X
Sharon Chuka	Apprenticeship & Trade Certification Commission	X
Bill Fraser	Brandt Industries (Turf Equipment Division)	
Barry Braitman	City Of Regina	
Keith Landry	CSCES – Regina	X
Lisa Wilson	Dumont Technical Institute	
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Barry Marchand	Frontier Peterbilt Sales Ltd.	
Rose Hill	HRDC – Regina	
Ron Kryzanowski	IMC Kalium	
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Larry Schneider	Prairie Implement	
Rick Fraser	Regina Chamber of Commerce	X
Angelo Carteri	Regina Regional Economic Development Authority	
Larry Simpson	Sask Energy	X
Sharon Maier	Sask Energy	X
Stacy Schiefner	Sask Tel	X
Doug Conn	Sask Tel	X
Chris Berger	Saskatchewan Applied Science Technologists & Technicians	
Ken Engel	Saskatchewan Association of Rural Municipalities	
Ben Holden	Saskatchewan Auto Dealers Association	X
Mark Smoleski	Saskatchewan Chamber Of Commerce	X
Manley Mclachlan	Saskatchewan Construction Association	X
Van Isman	Saskatchewan Economic & Cooperative Development	X
Roger Shindelka	Saskatchewan Indian Institute Of Technologies	
Janis Stone	Saskatchewan Labour Force Development Board	
Phil Reeves	Saskatchewan Mining Association	
Bud Knudtson	Saskatchewan Potash Producers Association	
Jim Friesen	Saskatchewan Trucking Association	
Aldene Meis Mason	Saskatchewan Wheat Pool	
Dianne Bashutski	SIAST Jobstart/Future Skills	X
Kevin Patrick	SIAST Program Head	
David Warnock	SIAST Program Head	
Ted Sakaluk	SIAST Program Head	
Grant Zalinko	SIAST Program Head	
Merv Hepting	SIAST Training Consultant	X
Betty Burton	Trans Canada Pipeline	

Moose Jaw
March 9, 2000 – 1:00 p.m.

Name	Organization	Attended
Ray Briggs	Agpro Grain	
Tim Kletzel	Aramark	X
Ray Funke	BICC Phillips Inc.	
Don Gander	BID	
Dan Bradshaw	Bombardier Services	X
Orest Wasylyk	C & S Construction	X
James King	Canaday's Apparel Ltd.	
Mariam Blackwell	Canadian Forces Base	
Dean Clark	Canadian Pacific Railway	
Brian Bowes	Cardinal Construction Co Ltd.	
Randy Filleul	Caribou Auto Body	
Jim Penrod	CSCES – Moose Jaw	X
Brian Mcguigan	CTK Plastics	
Marcel Doepker	Doepker Industries	
Lisa Wilson	Dumont Technical Institute	
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Jay Butler	Fifth Avenue Collection	
Don Mccauley	Focal Point Computers	
Pete Martin	Frontec Corporation	X
Gerald Noren	GE Noren & Partners	
Larry Johnson	Guaranteed Refrigeration Service	
Darwyn Boucher	Heartland Agro Services Ltd.	
Lloyd Legare	HRDC – Moose Jaw	
Sean Mellor	Intrex Online Services	
Bevin Leipert	Leipert Financial Group	
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Daryl Stav	Moose Jaw Asphalt Ltd.	
Shelley Jones	Moose Jaw Chamber of Commerce	X
Brad Duncan	Moose Jaw Construction Association	
Gerry Onyskevitch	Moose Jaw Cooperative Ltd.	
Gord Johnson	Moose Jaw Credit Union	
Mickey Heron	Moose Jaw Real Estate Board	
James Leier	Moose Jaw Regional Economic Development Authority	
Brad Konopaki	Moose Jaw Sash & Door	X
Chad Taylor	Moose Jaw Toyota	
Denise Soar	Raider Industries	
John Tuchscherer	Sask Water Corporation	X
Joe Maciag	Sask Water Corporation	X
Roger Shindelka	Saskatchewan Indian Institute Of Technologies	
Judi Robertson	Saskatchewan Wheat Pool	
Marlene Frechette	SIAST Jobstart/Future Skills	X
Jim Dixon	SIAST Training Consultant	
Ron Folliott	SIAST Training Consultant	
Barry Heron	SIAST Training Consultant	
Deanna Delyea	South Central CFDC	

Name	Organization	Attended
Brian Miluliak	Supreme Office Products Ltd.	
Cara Rusmak	Tai Wan Pork	
Brent Boechler	Tunnels of Little Chicago	
Val Jakubowski	Road Builders & Heavy Construction Assoc. of Saskatchewan	X
Wayne Sannes	Wayne & Laverne's Pizza	X
Tammy Logan	Western Canada Beef Packers	
Ken Roney	Westrum Lumber	

Prince Albert
March 14, 2000 – 1:00 p.m.

Name	Organization	Attended
Don Cody	City of Prince Albert	
Kim Welden	CSCES – Prince Albert	X
Lisa Wilson	Dumont Technical Institute	X
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Karen Bechtel	HRDC – Prince Albert	X
John Dalzell	HRDC – Prince Albert	X
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Noreen Mcbride	Metis Employment & Training of Sask Inc.	
John Mitchell	Prince Albert Chamber of Commerce	X
Bill Thorpe	Prince Albert Construction Association	
Elmer Kaminsesky	Prince Albert Correctional Centre	X
Larry Goldade	Prince Albert Grand Council	
Wayne Phillip	Prince Albert Regional Economic Development Authority	
Roger Shindelka	Saskatchewan Indian Institute of Technologies	
Harry Beilhartz	Saskatchewan Meat Processors Association	X
Sheri Dickie	SIAST Jobstart/Future Skills	
Cam Nordin	SIAST Training Consultant	
Danny Maclennan	SIAST Training Consultant	
Bryan Maier	SIAST Training Consultant	
Les Erikson	SIAST Training Consultant	
Peter Kalyn	Weyerhaeuser Canada	X

Regina
March 16, 2000 – 1:00 p.m.

Name	Organization	Attended
Tracy Kuntz	Alzheimer Society of Sask Inc.	X
Marilyn Braun	Canadian Federation of Independent Business	X
Barry Braitman	City of Regina	
Laura Hahn	Credit Union Central of Saskatchewan	X
Barb Murray	Credit Union Central of Saskatchewan	X
Keith Landry	CSCES – Regina	X
Lisa Wilson	Dumont Technical Institute	
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Bill Nelson	Hotels Association of Saskatchewan	
Rose Hill	HRDC – Regina	
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Rick Fraser	Regina Chamber of Commerce	
Angelo Carteri	Regina Regional Economic Development Authority	
Tim Frass	Regina Tourism	
Carolyn Lang	Saskatchewan Association of Health Organizations	X
Ede Leeson	Saskatchewan Association of Licensed Practical Nurses	
Ken Engel	Saskatchewan Association of Rural Municipalities	
Ross Kennedy	Saskatchewan Chamber of Commerce	X
Van Isman	Saskatchewan Economic & Cooperative Development	
Debra Murray	Saskatchewan Gaming Corp.	X
Marlin Webster	Saskatchewan Government Insurance	X
Roger Shindelka	Saskatchewan Indian Institute of Technologies	
Janis Stone	Saskatchewan Labour Force Development Board	
Rob Dewhirst	Saskatchewan Motion Picture Association	
Jeanne Eriksen	Saskatchewan Pharmaceutical Association	X
Rive Seaberg	Saskatchewan Registered Nurses Association	
Dianne Bashutski	SIAST Jobstart/Future Skills	
Maureen Antonio	SIAST Program Head	
Dan Pearson	SIAST Coordinator	
Joan Patterson	SIAST Program Head	
Jim Scarfe	SIAST Program Head	
Wayne Inverarity	SIAST Program Head	X
Ted Sakaluk	SIAST Training Consultant	X
Stephen Pearce	Tourism Canada	

Moose Jaw
March 17, 2000 – 1:00 p.m.

Name	Organization	ATTENDED
Dorian Wandzura	City of Moose Jaw	
Clive Tolley	CSCES – Moose Jaw	X
Jim Penrod	CSCES – Moose Jaw	X
Lisa Wilson	Dumont Technical Institute	
Lea Meili	Extendicare	
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Duane Kohl	Heritage Inn	
Lloyd Legare	HRDC – Moose Jaw	
Andy Anderson	McDonald's Restaurant	
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Dan Florizone	Moose Jaw – Thunder Creek Health District	
Gary Hyland	Moose Jaw Arts in Motion	
Grant McWilliams	Saskatchewan Economic & Cooperative Development	
Shelley Jones	Moose Jaw Chamber of Commerce	X
James Leier	Moose Jaw Regional Economic Development Authority	X
Michelle Power	Moose Jaw Tourism	
Rick Gales	Royal Bank of Canada	X
Roger Shindelka	Saskatchewan Indian Institute of Technologies	
Lorne Scott	Saskatchewan Wildlife Federation	
Marlene Frechette	SIAST Jobstart/Future Skills	
Jim Lind	SIAST Training Consultant	
Marlyce Searcy	SIAST Training Consultant	
Deanna Delyea	South Central CFDC	
Diane Ireland	South Central Community Future	X
Deb Thorn	Temple Gardens Mineral Spa Inc.	
Yvette Moore	Yvette Moore Fine Art Gallery	

Saskatoon
March 21, 2000 – 1:00 p.m.

Name	Organization	Attended
Greg Balderston	City of Saskatoon	
Pat Bauer	CSCES – North Battleford	
Orlan Ensz	CSCES – Saskatoon	X
Lisa Wilson	Dumont Technical Institute	X
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
John Dalzell	HRDC – Saskatoon	X
Don Parenteau	Metis Employment & Training of Sask Inc.	X
Brian Hnatiw	Provincial Exporters Association	
Donna Milo	Saskatchewan Health Record Association	
Roger Shindelka	Saskatchewan Indian Institute of Technologies	
Carol Lumb	Saskatchewan Tourism Education Council	
Fred Ozirney	Saskatoon Chamber of Commerce	X
Jo-Ann Eldstrom	Saskatoon Health District	X
Todd Brandt	Saskatoon Tourism	
Rebecca Elder	Saskatoon Tribal Council	
Greg Fofonoff	SaskNative Economic Development Corp.	
Terri Thompson	SIAST Jobstart/Future Skills	X
Audrey Hall	SIAST Training Consultant	X
Stephanie Thompson	SIAST Training Consultant	X
Lou Charlebois	SIAST Training Consultant	
Doug Maley	Western Economic Diversification	
Laura Small	Women Entrepreneurs Of Saskatchewan	X

Prince Albert
March 22, 2000 – 1:00 p.m.

Name	Organization	Attended
Don Cody	City of Prince Albert	
Gail Berge	CSCES – Prince Albert	X
Lisa Wilson	Dumont Technical Institute	
Perry Bellegarde	Federation of Saskatchewan Indian Nations	
Karen Bechtel	HRDC – Prince Albert	X
John Dalzell	HRDC – Prince Albert	X
Kathy Hodgson-Smith	Metis Employment & Training of Sask Inc.	
Noreen Mcbride	Metis Employment & Training of Sask Inc.	X
John Boyd	Prince Albert Chamber of Commerce	X
Elmer Kaminsesky	Prince Albert Correctional Centre	
Larry Goldade	Prince Albert Grand Council	
Frank Regel	Prince Albert Health District	X
Wayne Phillip	Prince Albert Regional Economic Development Authority	
Shirley Barg	Prince Albert Tourism	
Sheri Dickie	SIAST Jobstart/Future Skills	X
Val Strom	SIAST Training Consultant	X
Grant MacTavish	SIAST Training Consultant	
Ernie Tremblay	SIAST Training Consultant	
Roger Shindelka	Saskatchewan Indian Institute of Technologies	
Hal Stupninkoff	Saskatchewan Outfitters Association	